



## Bachelor Module Guide

# New Business Environment (BL22)

### Aims and Objectives of this module:

- Recognize the number of interrelated environmental forces that act upon organisations
- Identify the nature and complexity of the competitive environment to determine how its dynamic nature and structure affects both the level of competition that an organization faces and the future profitability of organisations
- Explore the four main macroeconomic goals of employment, economic growth, low inflation, and the balance of trade; consider the changes in government priorities within the international macroeconomic environment in recent decades
- Define technology and draw distinction between knowledge and innovation
- Understand the aspects of the dynamic and multi-faceted social environment – national culture, ethics, demographic restructuring and various social changes
- Examine the key political issues and the potential impact of governments and international bodies on organisations
- Understand how and why the businesses of the twenty-first century operate at a global level and are becoming increasingly involved in internet-based trading

## Module Description

<b>Module Name</b>		<b>New Business Environment</b>	
<b>Module Code</b>		BL22	
<b>Period</b>	Year 2	Phase 1	Block 6
<b>Teacher</b>	Gbenga Agbona		
<b>Email address</b>	gbenga.agbona@wittenborg.eu		
<b>Prerequisite</b>	High School Diploma or Final Certificate, equivalent to the Netherlands HAVO Diploma		
<b>Introduction</b>	This module guide offers a comprehensive introduction to the global environment that businesses operate in today. It addresses the key issues and institutions within economic, political and legal frameworks, as well as the impacts of social, cultural, technological and environmental developments. Responding to an increasingly international business environment, the book offers a truly global perspective and broad and discursive coverage of the external environment that businesses operate in today.		
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Recognize the number of interrelated environmental forces that act upon organisations</li> <li>• Identify the nature and complexity of the competitive environment to determine how its dynamic nature and structure affects both the level of competition that an organization faces and the future profitability of organisations</li> <li>• Explore the four main macroeconomic goals of employment, economic growth, low inflation, and the balance of trade; consider the changes in government priorities within the international macroeconomic environment in recent decades</li> <li>• Define technology and draw distinction between knowledge and innovation</li> <li>• Understand the aspects of the dynamic and multi-faceted social environment – national culture, ethics, demographic restructuring and various social changes</li> <li>• Examine the key political issues and the potential impact of governments and international bodies on organisations</li> <li>• Understand how and why the businesses of the twenty-first century operate at a global level and are becoming increasingly involved in internet-based trading</li> </ul>		
<b>Content</b>	<p><b><u>The international business environment</u></b></p> <ul style="list-style-type: none"> <li>• the environmental forces</li> <li>• the organization</li> <li>• forecasting</li> <li>• environmental analyses and strategic processes</li> </ul> <p><b><u>The competitive environment</u></b></p> <ul style="list-style-type: none"> <li>• the traditional economic view</li> <li>• markets for goods and services</li> <li>• contestable markets</li> <li>• structural analyses of competitive forces</li> <li>• competitor analyses</li> </ul> <p><b><u>The international economic environment</u></b></p> <ul style="list-style-type: none"> <li>• macroeconomic accounts and goals</li> <li>• economic growth</li> <li>• inflation</li> <li>• the role of the government in the company</li> <li>• employment</li> <li>• international trade</li> <li>• Europe as one</li> </ul>		

	<p><b><u>The technological environment</u></b></p> <ul style="list-style-type: none"> <li>• the importance of technology</li> <li>• funding of research and development in industrial countries</li> <li>• general technologies</li> <li>• technology and organizations</li> <li>• technology management</li> <li>• change and society</li> </ul> <p><b><u>The international cultural, demographic and social environment</u></b></p> <ul style="list-style-type: none"> <li>• the national cultural environment</li> <li>• the demographic environment</li> <li>• patterns of population change</li> <li>• social dynamics</li> </ul> <p><b><u>The ecological environment</u></b></p> <ul style="list-style-type: none"> <li>• impact of the marketplace on the ecological environment and economic perspective</li> <li>• market forces and the environment</li> <li>• measures available to limit externalities</li> <li>• government regulations and different geo-political scales</li> <li>• organizational agendas</li> <li>• the consumer position</li> </ul> <p><b><u>The international political environment</u></b></p> <ul style="list-style-type: none"> <li>• the impact of political decisions at different geo-political scales</li> <li>• the nation state</li> <li>• change of attitudes to the role of the government</li> <li>• beyond the nation state</li> <li>• political risks and international business</li> </ul> <p><b><u>The legal environment</u></b></p> <ul style="list-style-type: none"> <li>• the legal environment</li> <li>• need for law and morality</li> <li>• sources of European law</li> <li>• European Institutions</li> <li>• laws affecting businesses</li> <li>• codes of conduct</li> <li>• whistle blowing</li> <li>• stakeholders</li> <li>• multinationals</li> <li>• the internet, businesses and security</li> </ul> <p><b><u>Challenges and changes</u></b></p> <ul style="list-style-type: none"> <li>• Changes of the international business environment</li> <li>• The nature of business environment</li> <li>• Implications ( organizations, individuals, groups, government)</li> </ul>
Instruction / Study Load	24 Lesson hours 8 Preparation Lesson hours

	<p>15 Assignments / Homework hours  20 Exam and exam preparation hours  45 Literature ( Depending on the length and difficulty of the book ) hours</p> <p>The course uses 250 pages from the book(s) and journal articles where</p> <ul style="list-style-type: none"> <li>• 250 pages easy reading and understanding material –45 hours</li> </ul> <p>Criteria:</p> <ul style="list-style-type: none"> <li>• Difficult reading and understanding material – 3 pages per hour</li> <li>• Average reading and understanding material – 5 pages per hour</li> <li>• Easy reading and understanding material – 7 pages per hour</li> </ul> <p><b>Total 112 Hours</b></p>
IBA Final Qualification Mapping	<p>Mapped with numbers 1,2,6,8,11,12,13 and 18</p> <p>See the EEG for further reference.</p>
Teaching Language	English
Teaching Methods	<ul style="list-style-type: none"> <li>- Classroom lecturing</li> <li>- Case study discussions</li> <li>- Feedback and presentation sessions</li> <li>- Interviews and debates</li> <li>- Video and film</li> <li>- Discussion sessions</li> <li>- Research Papers</li> <li>- Coaching and tutoring</li> </ul>
Module / Lecture and seminar status	Compulsory
Testing and assessment	<p>Written Examination (1)</p> <p>See the EEG for further reference.</p>
European Credits	4
Required literature	The International Business Environment, Jamie Weatherston, Ian Brooks c.s., ISBN 978-0-273-72566-4, Pearson Books, Prentice Hall
Recommended literature	The Complete Small Business Guide: A Sourcebook for New and Small Business, Colin Barrow (2005). Capstone Publishing Ltd. ISBN: 1841126861
Notes	

# Module Plan

<b>Module Name</b>	<b>New Business Environment</b>
<b>Lesson 1</b>	
<b>Content</b>	<p><b><u>The international business environment</u></b></p> <ul style="list-style-type: none"> <li>• the environmental forces</li> <li>• the organization</li> <li>• forecasting</li> <li>• environmental analyses and strategic processes</li> </ul>
<b>Aims</b>	<p>Upon completing of this lecture the student should be able to:</p> <ul style="list-style-type: none"> <li>• Define the term business environment and know a number of models of the contextual environment of organizations.</li> <li>• Recognize that environmental forces, acting a variety of geographical scales from global to local, influence organizations.</li> <li>• Understand that the business environment is unique to each organization and that human processes influence our understanding of the business environment</li> <li>• Critically asses the nature and value of environmental forecasting techniques and styles.</li> <li>• Understand the nature of the strategy formulation process</li> <li>• Map environmental stakeholder's power/interest and conduct a sector impact analyses</li> </ul>
<b>Required preparation</b>	Page 37 till 86 as prep. on tomorrows lecture.
<b>Tasks (self-study / homework)</b>	Study chapter One and give an answer on Discussion Questions P. 35 – Q1, Q5
<b>Lesson 2</b>	
<b>Content</b>	<p><b><u>The competitive environment</u></b></p> <ul style="list-style-type: none"> <li>• the traditional economic view</li> <li>• markets for goods and services</li> <li>• contestable markets</li> <li>• structural analyses of competitive forces</li> <li>• competitor analyses</li> </ul>
<b>Aims</b>	<p>Upon completing of this lecture the student should be able to:</p> <ul style="list-style-type: none"> <li>• Recognize the difficulties that business face in a dynamic competitive international environment.</li> <li>• Understand the traditional microeconomic view of competition and be able to apply its models to a business situation.</li> <li>• Be aware of the classification of markets and appreciate how competition in markets differs.</li> <li>• Appreciate the factors on which competition is based.</li> <li>• Distinguish between the various tools of competitive analyses and apply them to commercial examples.</li> <li>• Be familiar with the role of government and regulatory authorities in the market at different geopolitical scales and to be able to assess measures of</li> </ul>

	<p>intervention.</p> <ul style="list-style-type: none"> <li>• Illustrate how public interest is served in market activities.</li> </ul>
<b>Required preparation</b>	p. 87 till 146 and 147 till 191 as a prep on next week lectures.
<b>Tasks (self-study / homework)</b>	Study chapter 1 and 2 and give an answer on the discussion question 1 and 3 on page 83.
<b>Lesson 3</b>	
<b>Content</b>	<p><b><u>The international economic environment</u></b></p> <ul style="list-style-type: none"> <li>• macroeconomic accounts and goals</li> <li>• economic growth</li> <li>• inflation</li> <li>• the role of the government in the company</li> <li>• employment</li> <li>• international trade</li> <li>• Europe as one</li> </ul>
<b>Aims</b>	<p>Upon completing of this lecture the student should be able to:</p> <ul style="list-style-type: none"> <li>• Appreciate the changing nature of production in the major international economies</li> <li>• Appreciate the role of the government in influencing macroeconomic activity</li> <li>• Recognize the changing nature of growth in the major international economies and the implications that flow from this</li> <li>• Consider the methods of control and impact of inflation</li> <li>• Understand the reasons for changes in unemployment within Europe</li> <li>• Understand the development of trading blocks</li> <li>• Recognize the importance of international trade between countries and trading blocks</li> <li>• Understand the interrelatedness of the major European economies</li> <li>• Appreciate how exchange rate regimes have developed on their possible implications</li> <li>• Consider the impact of the single European market countries inside and outside the EU.</li> <li>• Consider the implications for the European economies of the development of a single currency.</li> <li>• Consider the development of EU enlargement and its impact on the EU</li> </ul>
<b>Required preparation</b>	p. 147 till 191 as a prep on next lecture
<b>Tasks (self-study / homework)</b>	Study chapter 1 till 3 and give an answer on the discussion question 4 and 5 on page 144.
<b>Lesson 4</b>	
<b>Content</b>	<p><b><u>The technological environment</u></b></p> <ul style="list-style-type: none"> <li>• the importance of technology</li> <li>• funding of research and development in industrial countries</li> <li>• general technologies</li> <li>• technology and organizations</li> </ul>

	<ul style="list-style-type: none"> <li>• technology management</li> <li>• change and society</li> </ul>
<b>Aims</b>	<p>Upon completing of this lecture the student should be able to:</p> <ul style="list-style-type: none"> <li>• Explain the importance of technology and innovation</li> <li>• Explain some of the generic technologies that are affecting organizations</li> <li>• Outline how the different countries support research and development</li> <li>• Discuss how technology affects organizations o not always benefit from technology investments</li> <li>• Discuss the ethical problems arising from technological change</li> </ul>
<b>Required preparation</b>	p.192 till 230 and p. 231 till 282 as a prep on the lectures given straight after the project week
<b>Tasks (self-study / homework)</b>	Study chapter 1 till 4 and give an answer on the questions of mini case 4.3 at p. 181.
<b>Lesson 5</b>	
<b>Content</b>	<p><b><u>The international cultural, demographic and social environment</u></b></p> <ul style="list-style-type: none"> <li>• the national cultural environment</li> <li>• the demographic environment</li> <li>• patterns of population change</li> <li>• social dynamics</li> </ul>
<b>Aims</b>	<p>Upon completing of this lecture the student should be able to:</p> <ul style="list-style-type: none"> <li>• Understand the concept of national culture and its link with globalization</li> <li>• Have increased awareness of differences in national cultures and the reasons for this.</li> <li>• Identify differences in business cultures through the work of Hofstede and Trompenaars</li> <li>• Appreciate key factors that determine changes in a country's population</li> <li>• Understand how demographic changes can be significant for both businesses and governments</li> <li>• Have a clear understanding of some of the key social trends in terms of family lifestyle and crime</li> <li>• Appreciate how the nature of organized labor has changed</li> </ul>
<b>Required preparation</b>	p.231 till 282 as a prep on next lecture
<b>Tasks (self-study / homework)</b>	Study chapter 1 till 5 and give an answer on the questions 5 and 6 at p. 228.
<b>Lesson 6</b>	
<b>Content</b>	<p><b><u>The ecological environment</u></b></p> <ul style="list-style-type: none"> <li>• impact of the marketplace on the ecological environment and economic perspective</li> <li>• market forces and the environment</li> <li>• measures available to limit externalities</li> <li>• government regulations and different geo-political scales</li> <li>• organizational agendas</li> </ul>

	<ul style="list-style-type: none"> <li>the consumer position</li> </ul>
<b>Aims</b>	<p>Upon completing of this lecture the student should be able to:</p> <ul style="list-style-type: none"> <li>Understand some of the ecological and ethical effects that arise because of business activity</li> <li>Appreciate the basic economic arguments which underlie the operation of the marketplace and which underpin any analyses of how business organizations are able to pollute the environment</li> <li>Outline the range of organizational responses to ecological issues in general and to environmental legislation in particular</li> <li>Recognize the impact of economic activity and of different regulatory regime, on consumers, and appreciate the extent of consumer power in respect of ecological issues</li> <li>Set the outcomes in context of actions taken at global, national and local scales</li> </ul>
<b>Required preparation</b>	p. 283 till 323 and 324 till 391 as prep on next week lectures
<b>Tasks (self-study / homework)</b>	Study chapter 1 till 6 and give an answer on the questions 1 and 6 at p. 279.
<b><i>Lesson 7</i></b>	
<b>Content</b>	<p><b><u>The international political environment</u></b></p> <ul style="list-style-type: none"> <li>the impact of political decisions at different geo-political scales</li> <li>the nation state</li> <li>change of attitudes to the role of the government</li> <li>beyond the nation state</li> <li>political risks and international business</li> </ul>
<b>Aims</b>	<p>Upon completing of this lecture the student should be able to:</p> <ul style="list-style-type: none"> <li>Understand the rapidly changing nature of the political environment</li> <li>Identify political activity at global, regional, national and local levels</li> <li>Understand different systems of government and representation</li> <li>Recognize different political viewpoints regarding the role of governments</li> <li>Outline the role of the key EU institutions</li> <li>Appreciate the role of international institutions</li> <li>Consider the issues surrounding the political stability of different states</li> <li>Recognize the importance of global political threats</li> </ul>
<b>Required preparation</b>	p. 324 till 391 as prep on next lecture
<b>Tasks (self-study / homework)</b>	Study chapter 1 till 7 and give an answer on the questions of mini case at p. 316
<b><i>Lesson 8</i></b>	
<b>Content</b>	<p><b><u>The legal environment</u></b></p> <ul style="list-style-type: none"> <li>the legal environment</li> <li>need for law and morality</li> <li>sources of European law</li> <li>European Institutions</li> </ul>



	<ul style="list-style-type: none"> <li>• laws affecting businesses</li> <li>• codes of conduct</li> <li>• whistle blowing</li> <li>• stakeholders</li> <li>• multinationals</li> <li>• the internet, businesses and security</li> </ul> <p><b><u>Challenges and changes</u></b></p> <ul style="list-style-type: none"> <li>• Changes of the international business environment</li> <li>• The nature of business environment</li> <li>• Implications ( organizations, individuals, groups, government)</li> </ul>
<b>Aims</b>	<p>Upon completing of this lecture the student should be able to:</p> <ul style="list-style-type: none"> <li>• Understand the rationale for having a legal system and understand the key types of law within a system</li> <li>• Beware of the sources of European Law</li> <li>• Appreciate the importance of laws that directly effects business</li> <li>• Understand the creation, application and role of ethical codes in underpinning the legal environment in which business operate</li> <li>• Appreciate the role of ethical codes in dictating how multinational enterprise operate in a globalized economy</li> <li>• Understand the impact of globalization in creating danger within internet companies and appreciate how that danger needs to be addressed.</li> <li>• Appreciate the main characteristics of the international business environment and the prime themes we identified</li> <li>• Understand the move towards greater dynamism, complexity and certainty in the international business environment of most firms</li> <li>• Speculate about the future prospects for organizations, individuals, governments and groups within the society as a result environmental turbulence</li> <li>• Outline the nature of chaotic and turbulent environments and the implications of these for long term planning and flexible working</li> <li>• Understand the characteristics of flexible firms and the advantages of drawbacks of flexible working</li> <li>• Discuss the influences that the changing international business environment, and in particular the trend towards flexible working, have upon individuals and groups in the social community</li> <li>• Explore environmental; scenarios</li> <li>• Discus the future role of government and understand the environmental forces acting on public sector organizations</li> <li>• Understand the nature of the drivers and resisters of organizational change within the public sector</li> </ul>
<b>Required preparation</b>	All chapters
<b>Tasks (self-study / homework)</b>	All chapters

## Module Evaluation Plan

Module Evaluation Plan			
Module Name	New Business Environment		
	Block	Type of Evaluation	% Weight of Final Module Mark
Evaluation 1	7	Written Examination	100%
<b>Total mark required for pass 5.5</b>			Total must equal 100%
<p><b><u>Short explanation</u></b>            There is a short description of this in the Education Guide under Examinations and Evaluation leading to EC Credits.</p> <p>Content of the exam covers the topics that have been given in the module plan.</p> <p><b><u>Teacher explanation:</u></b></p>			
Final mark required for pass:5.5			
<p>Notes:</p> <p><b><i>Required Attendance of 75 % of the lecture. If students miss more than 1 lesson in a block of 4 weeks, they can be barred from taking the exam at the Exam week, and will be required to wait until the re-sit at the following block Exam week. After this, the next opportunity will be the following year.</i></b></p>			