



**INTERNATIONAL QUALIFICATIONS  
AND ASSESSMENT CENTRE (IQAC)**



<b>Programme</b>	<b>Level 7 Diploma in Tourism &amp; Hospitality</b>	
<b>Unit Number/ Unit Title</b>	<b>Unit 2 International Business Strategy for Tourism and Hospitality</b>	
<b>Cohort Code:</b>	L07IBS-U2	
<b>Unit Level</b>	Level 7	
<b>Total Credits/Hours</b>	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110	
<b>Credits</b>	20 CATS/ 10 ECTS	
<b>Lecturer</b>		
<b>Start Date</b>		<b>End Date</b>

<b>Unit Aims</b>	This module equips learners with strategic tools and frameworks used to evaluate, formulate, and implement international business strategies. It focuses on global expansion, strategic alliances, and international market entry for tourism and hospitality organisations.
<b>Differentiation Strategies</b> <i>(e.g. planned activities or support for individual learners according to their needs)</i>	Various approaches to addressing the various identified students' needs will be adopted throughout the lesson. Such will include: <ol style="list-style-type: none"><li>1. Progressive tasks</li><li>2. Digital resources</li><li>3. Verbal support</li><li>4. Variable outcomes</li><li>5. Collaborative learning</li><li>6. Ongoing assessment</li><li>7. Flexible-pace learning</li></ol>
<b>Equality &amp; Diversity</b>	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.

<b>Safeguarding &amp; Prevent</b>	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.
<b>Health &amp; Safety</b>	SIRM H&S policies will be maintained.
<b>Learning Resources</b>	<p style="text-align: center;"><b>Teaching and Learning Materials</b></p> <ul style="list-style-type: none"> <li>• Johnson, G., Scholes, K., &amp; Whittington, R. (2020). Exploring Strategy. Pearson.</li> <li>• Hill, C. W. L., &amp; Hult, G. T. M. (2022). International Business: Competing in the Global Marketplace. McGraw-Hill.</li> <li>• Porter, M. E. (2008). Competitive Strategy. Free Press.</li> <li>• Morrison, A. M. (2022). Tourism: Principles and Practice. CABI.</li> <li>• Rugman, A., &amp; Verbeke, A. (2017). Global Strategy. Oxford University Press.</li> </ul>

Learning Outcome (The learner will be able to)	Assessment Criteria (The learner can:)
LO1. Understand internationalisation in the tourism/hospitality sector.	1.1 Discuss key drivers of globalisation. 1.2 Examine opportunities and challenges in international markets.
LO2. Evaluate strategic models and tools.	2.1 Apply models such as SWOT, PESTLE, Porter's Five Forces. 2.2 Evaluate competitive positioning globally.
LO3. Analyse market entry strategies.	3.1 Compare franchising, joint ventures, and wholly owned subsidiaries. 3.2 Recommend suitable strategies for given contexts.
LO4. Formulate strategic plans for international operations.	4.1 Design a global business strategy. 4.2 Identify strategic KPIs for measuring success.
LO5. Assess the role of strategic alliances and mergers.	5.1 Evaluate benefits and risks of alliances. 5.2 Discuss post-merger integration challenges.

No	Learning Outcome / Topic	Learning and Teaching Activities	Which assessment criteria does the session relate to?	Day/month/year/ signature
1.	Introduction to International Business Strategy in Tourism and Hospitality	Overview of internationalisation and strategic priorities in global tourism markets.	LO1	
2.	Globalisation and Drivers of Internationalisation	Identify the forces pushing tourism and hospitality organisations to expand abroad.	LO1	
3.	Benefits and Challenges of International Expansion	Evaluate risks, opportunities, and operational complexities in cross-border business.	LO1	
4.	Trends in Global Tourism Markets	Explore emerging destinations and consumer behaviors shaping international strategy.	LO1	
5.	Strategic Thinking in a Global Context	Understand the foundations of strategic decision-making in international settings.	LO2	
6.	SWOT and PESTLE Analysis for Global Strategic Planning	Apply situational analysis tools to international tourism/hospitality businesses.	LO2	
7.	Porter's Five Forces in Global Competitive Environments	Evaluate industry competitiveness and its effect on strategy.	LO2	
8.	Boston Matrix and GE-McKinsey Matrix for Portfolio Management	Assess and prioritize international business units and markets.	LO2	
9.	Blue Ocean Strategy and Differentiation in International Markets	Explore value innovation and how to stand out in new markets.	LO2	
10.	Core Competencies and Resource-Based View (RBV)	Analyze how internal strengths drive strategic advantage abroad.	LO2	

11.	Market Selection Criteria and Risk Analysis	Determine which markets to enter based on data and risk profiles.	LO3	
12.	Entry Modes: Exporting, Licensing, Franchising, and Joint Ventures	Compare different strategies for entering foreign markets.	LO3	
13.	Foreign Direct Investment (FDI) and Ownership Models	Evaluate the strategic and financial implications of FDI.	LO3	
14.	Entry Strategy Case Studies: Marriott, Accor, Airbnb	Analyze real-world examples of successful (and failed) entry strategies.	LO3	
15.	Cultural Considerations and Institutional Environments	Explore how national culture and legal systems impact market strategy.	LO3	
16.	Midterm	<b>Midterm assessment</b> covering all learning outcomes (theory and practical elements)	LO1, LO2, LO3	
17.	Strategic Planning Process for International Hospitality Firms	Structure a plan from vision to execution in global business.	LO4	
18.	Vision, Mission, and Global Strategic Objectives	Define and align organisational goals in international operations.	LO4	
19.	International Business Model Design	Create scalable and culturally adaptable tourism/hospitality models.	LO4	
20.	Strategy Implementation and Resource Allocation	Develop systems to deliver strategic plans effectively.	LO4	
21.	Global Performance Metrics and KPIs	Use financial and non-financial indicators to monitor success abroad.	LO4	
22.	Managing International Subsidiaries and Headquarters Relationships	Balance global control with local responsiveness.	LO4	
23.	Strategic Alliances: Purpose, Types, and Benefits	Understand why firms form alliances in tourism and hospitality.	LO4	
24.	Joint Ventures and Strategic Partnerships	Evaluate governance, equity sharing, and risk in collaborative ventures.	LO4	
25.	Challenges of Cross-Border Partnerships		LO4	

		Identify cultural, operational, and strategic risks in alliances.		
26.	Case Study: Global M&A Strategy in Tourism or Hospitality (e.g., Marriott-Starwood)	Critically analyze a real-world strategic alliance or acquisition.	LO4	
27.	Building Sustainable Competitive Advantage Abroad	Align core capabilities with long-term market success.	LO2, LO4	
28.	Capstone Group Project: Developing an International Business Strategy for a Tourism Brand	Apply knowledge to create a strategic plan for international expansion.	LO1 – LO5	
29.	Student Presentations: Strategic Plans and Market Entry Proposals	Present and justify international business strategies.	LO1 – LO5	
30.	Final Exam Preparation & Review			
31.	Final Exam			