



BUS 804

International Business Strategy

MQC S1 Day 2014

Dept of Marketing and Management

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	3
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	8
<u>Unit Schedule</u>	9
<u>Policies and Procedures</u>	12
<u>Graduate Capabilities</u>	18
<u>Research and Practice</u>	19
<u>Changes since First Published</u>	21

Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

General Information

Unit convenor and teaching staff

Unit Convenor

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Thursdays 430-600pm

Moderator

Rob Jack

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Credit points

4

Prerequisites

4cp at 800 level and ((BUS651 or MKTG696) or (admission to MIntRel or admission to MCom or MIntBus or MEc or MActPrac prior to 2011))

Corequisites

Co-badged status

Unit description

This unit draws upon concepts and theoretical frameworks from interdisciplinary sources as well as practical industry and firm-level case studies and experiential exercises in order to examine various issues relevant to conducting business across national borders. The unit addresses not only the economic dimension of the international business environment, but also its political, cultural and technological dimensions, all of which interact in complex ways to generate opportunities and threats at the firm level. It will introduce students to vital matters in strategic decision making in the global markets to provide insights on the practices and policies used by competing businesses worldwide for developing strategies for competitive advantage. It explores the challenges, dynamics and processes involved in managing a multi-national company.

The underpinning of this unit is the practical real-life, real-time knowledge gained by students through experiential learning. This unit is taught through lectures, discussions and experiential exercises. This unit will examine critical issues from the perspective of senior executives and managers in charge of these operations. Concepts developed in the unit will be applied to the solution of 'real world' problems through the use of the latest case studies, and other learning strategies throughout the semester.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Develop a deep understanding of the key theories and concepts in strategic management and their implications for international business

Critically apply relevant theories, concepts and techniques to analyse strategic issues in international business

Demonstrate the ability to work as part of a team in discussing and analysing international business issues

Develop capabilities to make effective recommendations for successful strategy implementation

Design new conceptual models and frameworks for strategy analysis and implementation based on the theoretical principles introduced in the course

Assessment Tasks

Name	Weighting	Due
Individual assignment	30%	Week 13
Group assignment	30%	Week 10
Individual assignment	30%	Week 5
Presentation and participation	10%	Weeks 2-12

Individual assignment

Due: **Week 13**

Weighting: **30%**

Each student will be expected to submit an individual assignment of 3,500 words. The format for the assignment is an **ESSAY**. You will be required to review and critique 2 major peer-reviewed research articles. Please note that PDFs of each article will be listed on iLearn.

The articles are listed below:

- Cuervo-Cazurra, A. 2007. Sequence of value-added activities in the multinationalization

of developing country firms, *Journal of International Management*, 13, 3, 258-277

<http://www.sciencedirect.com/science/article/pii/S1075425307000518>

- Luo, Y., & Tung, R. 2007. International expansion of emerging market enterprises: springboard perspective, *Journal of International Business Studies*. 38, 4, 481-498

<http://www.palgrave-journals.com/jibs/journal/v38/n4/abs/8400275a.html>

These are considered 'seminal' articles that explain the internationalisation process of firms from emerging markets. In reviewing and critiquing these articles you need to demonstrate if they are still relevant – specifically, how has the research on emerging market multinational enterprises evolved since these articles were published?

In analysing these articles you will need to draw on the key concepts and theories used throughout this unit

Your review and critique should incorporate at least 20 different references. These can be sourced from the following:

- Academic articles
- Relevant textbooks

Students are expected to maintain an appropriate standard in presenting their essay. Remember to acknowledge your sources throughout the paper using the Harvard referencing system. The report is to be typed and 1.5 spaced (a standard 12 point font should be used). Students are expected to maintain an appropriate standard in presenting their essay. It should be checked for spelling, consistency and clarity of expression.

Late submission of the assignment will incur a penalty of 10% of the value of the assignment for every day that it is late.

Your essay must be submitted to **Turnitin via iLearn**

On successful completion you will be able to:

- Develop capabilities to make effective recommendations for successful strategy implementation

Group assignment

Due: **Week 10**

Weighting: **30%**

You will be required to join a group (of no more than four students, preferably three), and develop a 4000 word written **REPORT** based on the topic detailed below.

Student will be required to select a service company and prepare a case study which describes a particular issue concerning that's company's internationalisation strategy. The report should reflect a genuine strategy issue (not marketing, HRM etc though elements of these issues may emerge in your research). There should be an emphasis on analysing company data from the perspective of relevant course literature. Reports that are descriptive of company practices only will be penalized. The final report should outline how the organisation manages the strategic issue(s) in question and evaluate the practice by comparing it to the literature from relevant publications.

While writing your report, you should incorporate relevant theories and concepts to justify your arguments. Clear analysis which reflects integration of relevant literature with the organisation's practices will be rewarded – simply describing the practices will not be enough to pass this assessment task

As a guide your report should incorporate at **least 25 different references**. These can be sourced from the following:

- Academic articles
- Relevant textbooks
- Periodicals
- Newspapers
- Relevant online sources

Remember to acknowledge your sources throughout the paper using the Harvard referencing system (in text referencing).

The report is to be typed and 1.5 spaced (a standard 12 point font should be used). It should be checked for spelling, consistency and clarity of expression. As this is a group exercise all members of the group are expected to contribute actively and substantially. While it is understood that some members of the group may provide more input in the research, whereas others may do more of the actual written work, the group will be required to acknowledge that all group members have given quality time to the project.

Late submission of the assignment will incur a penalty of 10% of the value of the assignment for every day that it is late.

All group work is peer moderated

In Week 11 each student will submit a peer evaluation assessment for each member in their group (including themselves). This will then allow a peer factor to be allocated to the Group's raw score for each individual student, allowing a dispersion of marks within the same group.

Your report must be submitted to **Turnitin via iLearn**

In terms of the group report, each group is responsible for assessing its level of plagiarism. Although you can submit the report to Turnitin as many times as you like before the due date, only the final submission will count to Turnitin. Any Turnitin Report with 20%+ plagiarism will be carefully reviewed and marks deducted equivalent to the percentage plagiarised.

On successful completion you will be able to:

- Develop a deep understanding of the key theories and concepts in strategic management and their implications for international business
- Critically apply relevant theories, concepts and techniques to analyse strategic issues in international business
- Demonstrate the ability to work as part of a team in discussing and analysing international business issues
- Design new conceptual models and frameworks for strategy analysis and implementation based on the theoretical principles introduced in the course

Individual assignment

Due: **Week 5**

Weighting: **30%**

Each student will be expected to submit an individual assignment of 2,000 words. The format for the assignment is an **ESSAY**. First, read the following article (a copy of which is loaded up to iLearn):

Jones, G. 'The Growth Opportunity That Lies Next Door' *Harvard Business Review*, 90, nos. 7-8 (July–August 2012): 141–145

Students will be then required to write an **essay** that provides a **critical analysis** of the following question:

Does the internationalisation process of emerging market multinationals differ from multinational enterprises from developed economies?

In undertaking this assignment students' need to:

- Research the topic in an in-depth manner
- Provide a critical perspective of the literature on a topic
- Construct a sustained argument in response to the question

Remember, it is expected you will demonstrate strong analytical skills in your essay. Your analysis should incorporate at least 15 different references. These can be sourced from the following:

- Academic articles
- Relevant textbooks
- Periodicals
- Newspapers
- Relevant online sources

The 15 references should be evenly balanced between these five resource options.

Students are expected to maintain an appropriate standard in presenting their essay. Remember to acknowledge your sources throughout the paper using the Harvard referencing system. The report is to be typed and 1.5 spaced (a standard 12 point font should be used). Students are expected to maintain an appropriate standard in presenting their essay. It should be checked for spelling, consistency and clarity of expression.

Late submission of the assignment will incur a penalty of 10% of the value of the assignment for every day that it is late.

Your essay must be submitted to **Turnitin via iLearn**

On successful completion you will be able to:

- Critically apply relevant theories, concepts and techniques to analyse strategic issues in international business
- Develop capabilities to make effective recommendations for successful strategy implementation

Presentation and participation

Due: **Weeks 2-12**

Weighting: **10%**

Students will receive an individual mark for ongoing presentations and participation throughout the semester. For students undertaking the online offering of this unit - this grade will be determined by your weekly contributions/posts to the discussions and readings detailed each week.

For students undertaking the in-class offering of this unit, this grade will be determined by your presentation of key questions during the semester

On successful completion you will be able to:

- Develop capabilities to make effective recommendations for successful strategy implementation

Delivery and Resources

This unit is taught using lectures and 'applications lectures' (whole-of-class tutorials). The course consists of 39 hours of instruction. Students are expected to read in advance of lectures, and actively participate in applications lectures. It is an expectation that students will attend at least 80% of classes. Students will be expected to attend lectures fully prepared to discuss assigned readings as per the course outline. Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor. Students are expected to be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to "silent".

TECHNOLOGY USED AND REQUIRED

Students are required to use information technology in this unit. Students will need to use: Library databases to source materials for the research reports, which are accessed electronically for conducting, research for assignments; Electronic (internet) access to iLearn to download unit learning resources and upload assignments or other materials required for class activities and assignments; Microsoft word and Power point (where applicable) for the research reports and presentations).

UNIT WEB PAGE

Course material is available on the learning management system (iLearn). The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MQ/>

USING ILEARN FORUMS

This practice exercise is mandatory for all students and must be completed by the end of week two. This is not an assessment. This will be the first step which will assist you to learn how to learn in an online environment and how to use the iLearn forums in online units.

A) Please post a message introducing yourself, your previous studies and what you do.

B) Using iLearn DIALOGUE Please email me telling me why you choose to study this unit and what do you expect to learn from this unit?

WEEKLY READINGS

There is no allocated textbook for this unit. Your weekly set of readings is detailed in the lecture program and copies will be uploaded each week on iLearn

WHAT HAS CHANGED IN THIS UNIT?

In contrast to previous sessions, this unit no longer has a final exam as part of its assessment

Unit Schedule

Topic	Key readings
1. Competitive advantage	<ul style="list-style-type: none">Porter, M. E., 2008. 'The five competitive forces that shape strategy', Harvard Business Review, January: 78-93.Barney, J. B., 1995. 'Looking inside for competitive advantage', Academy of Management Executive, 9 (4): 49-61.Chapters 2 & 3 - Peng, M. (2009) Global Strategy 2e, South-Western Cengage Learning.

<p>2. The focal firm – MNEs, SMEs & INV/BGs</p>	<ul style="list-style-type: none"> · Chapter 2 & 11 - Rugman, A & Collinson, S (2012) <i>International Business</i> 6th edition, Pearson Education UK · Chapter 1 - Dunning, J. H., & Lundan, S., (2008) <i>Multinational enterprises and the global economy</i>, Cheltenham, UK: Edward Elgar
<p>3. Understanding global markets – global market opportunity assessment</p>	<ul style="list-style-type: none"> · Chapter 13 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2013) <i>International business: the new realities</i>, 3rd Edition, Upper saddle River, N.J.: Pearson Prentice Hall · Brewer, P. (2007) Psychic distance and Australian export market selection, <i>Australian Journal of Management</i>, 32 (1): 73-94 · <u>Liesch, P.W.</u>, <u>Welch, L. S.</u>, & <u>Buckley, P.J.</u> (2011) Risk and Uncertainty in Internationalisation and International Entrepreneurship Studies, <i>Management International Review</i>, 50 (6): 851-873
<p>4. Organisational participants in the internationalisation process</p>	<ul style="list-style-type: none"> · Chapter 3 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2013) <i>International business: the new realities</i>, 3rd Edition, Upper saddle River, N.J.: Pearson Prentice Hall
<p>5. Firm boundary: export vs. FDI</p>	<ul style="list-style-type: none"> · Chapter 3 – Besanko et al. (2013). <i>Economics of Strategy</i> 6th edition, Wiley.
<p>6. Firm boundary: tapered integration and relational contracts</p>	<ul style="list-style-type: none"> · Chapter 4 – Besanko et al. (2013). <i>Economics of Strategy</i> 6th edition, Wiley. · Chapter 15 – Hill C. (2013). <i>International Business</i>, 9th edition, McGraw-Hill

7. IT and IB strategy	<ul style="list-style-type: none">· Weigelt, C. (2013). ‘Leveraging supplier capabilities: the role of locus of capability deployment’, <i>Strategic Management Journal</i>, 34: 1-21. · Kotabe, M., Mol, M. J., & Murray, J. Y. (2008). ‘Outsourcing, performance, and the role of e-commerce: A dynamic perspective’, <i>Industrial Marketing Management</i>, 37: 37-45. · Teo, T. S. H. & Yu, Y. (2005). ‘Online buying behaviour: A transaction cost economics perspective’, <i>Omega</i>, 33: 451-465.
8. Alternative routes to internationalization	<ul style="list-style-type: none">· Lessard, D., Lucea, R., & Vives, L., 2012. ‘Building your company’s capabilities through global expansion’, <i>MIT Sloan Management Review</i>, Winter: 1-7. · Sammartino, A. & Van Ruth, F, 2007. ‘The Westfield group’, in Dick. H. and Merret, D. (eds.), <i>The internationalization strategies of small-country firms: the Australian experience of globalization</i>, Edward Elgar, Cheltenham, UK: 308 - 318.
9. MNE strategy, structure, and subsidiary roles	<ul style="list-style-type: none">· Matusitz, J. 2011. ‘Disney’s successful adaptation in Hong Kong: A glocalization perspective’, <i>Asia Pacific Journal of Management</i>, 28: 667-681. · Chapter 13 – Hill C. (2013). <i>International Business</i>, 9th edition, McGraw-Hill · Chapter 14 – Hill C. (2013). <i>International Business</i>, 9th edition, McGraw-Hill

<p>10. Global sourcing and operations management</p>	<ul style="list-style-type: none"> · Chapter 17 - Griffin, R.W. & Pustay, M.W, (2013) <i>International Business</i>, 7th edition, Pearson Education UK · Chapter 17 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2013) <i>International business: the new realities</i>, 3rd Edition, Upper saddle River, N.J.: Pearson Prentice Hall
<p>11. Emerging markets and The ‘new’ global players - emerging market MNEs</p>	<ul style="list-style-type: none"> · Chapter 10 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2013) <i>International business: the new realities</i>, 3rd Edition, Upper saddle River, N.J.: Pearson Prentice Hall · Cuervo-Cazurra A (2007) Sequence of value-added activities in the multinationalization of developing country firms. <i>Journal of International Management</i> 13(3): 258-277. · Luo Y & Tung R (2007) International expansion of emerging market enterprises: A springboard perspective. <i>Journal of International Business Studies</i> 38(4): 481-498. · Mathews J (2006) Dragon multinationals: New players in 21st century globalization. <i>Asia-Pacific Journal of Management</i> 23(1): 5-27
<p>12. Global services and service firm international strategies</p>	<ul style="list-style-type: none"> · Chapter 17 – Fletcher, R (2013) <i>International Marketing: An Asian Pacific Perspective</i>, 6th edition, Pearson Education
<p>13 Revision and review</p>	<ul style="list-style-type: none"> · No readings

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Grades

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F – Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

For further information, please refer to the following link:

<http://universitycouncil.mq.edu.au/legislation.html>

Grade Appeals and Final Examination Script Viewing

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

<http://www.city.mq.edu.au/reviews-appeals.html>

Special Consideration Policy

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/policy.html

The University defines serious and unavoidable disruption to studies as resulting from an event or set of circumstances that:

- could not have reasonably been anticipated, avoided or guarded against by the student; **and**
- was beyond the student's control; **and**
- caused substantial disruption to the student's capacity for effective study and/or the completion of required work; **and**
- substantially interfered with the otherwise satisfactory fulfilment of unit or course requirements; **and**
- was of at least three (3) consecutive days duration within a study period and/or prevented completion of the final examination.

A Special Consideration application is deemed to be valid if all the following criteria have been satisfied:

- The Special Consideration application is completed by the student and submitted online through www.ask.mq.edu.au within five (5) working days after the due date of the associated assessment task / final examination.

- The application contains supporting evidence to demonstrate the severity of the circumstance(s) and that substantial disruption has been caused to the student's capacity for effective study. (The University will not follow up on outstanding evidence, nor contact any person or body on behalf of the student. The application will be considered as submitted.)
- The original supporting documentation has been sighted by MQC reception staff within five (5) working days after the due date of the associated assessment task.
- Where the particular circumstances are medical in nature, a *Professional Authority Form* including the health professional's Medicare Provider Number is included. (If a *Professional Authority Form* cannot be obtained, an original medical certificate indicating the severity (serious / not serious) and impact of the circumstances must be included with the application.)
- Where the particular circumstances are non-medical in nature, appropriate supporting evidence indicating the severity (serious / not serious) and impact of the circumstances is included with the application.
- The student was performing satisfactorily in the unit up to the date of the unavoidable disruption. (If a student's work in the unit was previously unsatisfactory, subsequent unavoidable disruption will not overcome the fact that the earlier work was unsatisfactory).

Unacceptable grounds for Special Consideration

The University has determined that some circumstances are not acceptable grounds for claiming Special Consideration. These grounds include, but are not limited, to:

- routine demands of employment
- routine family problems such as tension with or between parents, spouses, and other people closely involved with the student
- difficulties adjusting to university life, to the self-discipline needed to study effectively, and the demands of academic work
- stress or anxiety associated with examinations, required assignments or any aspect of academic work
- routine need for financial support
- routine demands of sport, clubs and social or extra-curricular activities.

Acute Problems

The University defines acute problems as those involving fewer than three (3) consecutive days within a study period. In these cases, students should not apply for special consideration via ask.mq.edu.au, but contact their Unit Convenor within 5 working days of the assessment due date so that a local solution may be discussed, except where the disruption affects completion of a final examination. (If a final examination is affected, the student should submit a special consideration application via ask.mq.edu.au.)

Prior Conditions Conditions existing prior to commencing a unit of study are not grounds for

Special Consideration, except in the event of unavoidable deterioration of the condition. The student is responsible for managing their workload in light of any known or anticipated problems. Students with a pre-existing disability/ chronic health condition may contact the [Disability Service](#) for information on available support.

In submitting a request for Special Consideration, the student is acknowledging that they may be required to undertake additional work and agreeing to hold themselves available so that they can complete any extra work as required. The time and date, deadline or format of any required extra assessable work as a result of an application for Special Consideration is not negotiable.

Attendance at Macquarie City Campus

All Students are required to attend at least 80% of the scheduled course contact hours each Session. Additionally Macquarie City Campus monitors the course progress of international students to ensure that the student complies with the conditions of their visa relating to attendance.

This minimum level of attendance includes all lectures and tutorials. Tutorial attendance will be recorded weekly. If any scheduled class falls on a public holiday this will be rescheduled as advised by your Lecturer. Attendance at any mid-Session or in-class test is compulsory unless otherwise stated.

Unavoidable non-attendance due to illness or circumstances beyond your control must be supported by appropriate documentation to be considered for a supplementary test. Other non-attendance will obtain zero for the test. You should refer to the section above on Special Consideration for more details about this.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Support at Macquarie City Campus

Students who require assistance are encouraged to contact the Student Services Manager at Macquarie City Campus. Please see reception to book an appointment.

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://students.mq.edu.au/support/>

At any time students (or groups of students) can book our Student Advising rooms on Level 6 by emailing info@city.mq.edu.au with a day and time and nominated contact person. There are additional student study spaces available on Level 1.

Macquarie University Campus Wellbeing also has a presence on the City Campus each week. If you would like to make an appointment, please email info@city.mq.edu.au or visit their website at: <http://www.campuslife.mq.edu.au/campuswellbeing>

StudyWISE provides:

- Online learning resources and academic skills workshops http://www.mq.edu.au/learning_skills
- Personal assistance with your learning & study related questions

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

IT Help at Macquarie City Campus

If you wish to receive IT help, we would be glad to assist you at <http://informatics.mq.edu.au/help/> or call 02 9850-4357.

When using the university's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students and it outlines what can be done.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Students are expected to act responsibly when utilising Macquarie City Campus IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted.
- Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

If you would like to borrow headphones for use in the Macquarie City Campus computer labs (210, 307, 311, 608) at any point, please ask at Level 2 Reception. You will be required to provide your MQC Student ID card. This will be held as a deposit while using the equipment.

For assistance in the computer labs, please see a Lab Demonstrator (usually they can be found in Lab 311, otherwise ask at Level 2 Reception).

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcome

- Develop a deep understanding of the key theories and concepts in strategic management and their implications for international business

Assessment tasks

- Individual assignment
- Group assignment

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience,

of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Critically apply relevant theories, concepts and techniques to analyse strategic issues in international business
- Develop capabilities to make effective recommendations for successful strategy implementation
- Design new conceptual models and frameworks for strategy analysis and implementation based on the theoretical principles introduced in the course

Assessment task

- Individual assignment

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcome

- Demonstrate the ability to work as part of a team in discussing and analysing international business issues

Assessment task

- Presentation and participation

Research and Practice

Useful resources are listed below:

ACADEMIC JOURNALS

There is a range of journals in the fields of international business and strategy. The titles below are indicative only of such publications. **Most are available on the library databases:**

- *Academy of Management Review*
- *Asia Pacific Journal of Management*
- *Cross Cultural Management*

- *International Business Review*
- *Global Strategy*
- *Journal of International Business Studies*
- *Journal of International Management*
- *Journal of World Business*
- *Management International Review*
- *Strategic Management Journal*
- *Thunderbird International Business Review*

PERIODICALS

There is a range of periodicals in the fields of international business and management. The titles below are indicative only of such publications:

- *Business Week (Asian edition)*
- *Harvard Business Review*
- *The Wall Street Journal*
- *The Economist*

WEBSITES

- Australian Bureau of Statistics: <http://www.abs.gov.au/>
- Department of Foreign Affairs and Trade: <http://www.dfat.gov.au/>
- World Trade Organisation: <http://www.wto.org/>
- International Monetary Fund: <http://www.imf.org/>
- The World Bank: <http://www.worldbank.org/>
- UNCTAD-United Nations Conference on Trade and Development: <http://www.unctad.org>
- International Trade Centre: <http://www.intracen.org/>
- Australian Financial Review: <http://www.afr.com.au>
- International business news:
 - orthodox views:
 - The Economist - <http://www.economist.com> (some parts available only on subscription)
 - alternative views:
 - Green Left Weekly - <http://www.greenleft.org.au>
 - New Internationalist - <http://www.newint.org>

Changes since First Published

Date	Description
28/02/2014	The Description was updated.