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General Information

Unit convenor and teaching staff
Unit Convenor
Yue Wang
yue.wang@mq.edu.au
Contact via yue.wang@mq.edu.au
Room 642, Building E4A
Friday 4-5 pm

Murray Taylor
murray.taylor@mq.edu.au

Credit points
3

Prerequisites
39cp including BUS202

Corequisites

Co-badged status

Unit description
This unit examines the key business policy decisions in managing an international business including: sources of competitive advantage in international competition; foreign market entry strategies; international strategic alliances; global competitive dynamics; product and geographic diversification strategies; multinational organisational structures; and international corporate governance systems. By the end of the unit students should have an improved understanding of the process of developing a strategy for an international business as well the key factors in the firm and its external environment that must be considered.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/

Learning Outcomes
1. Explain key concepts and theories in international strategic management
2. Apply relevant concepts, theories and techniques to identify and analyse key strategic issues in international business
3. Evaluate complex strategic issues/problems in global business and develop recommendations to solve the problems

4. At the highest level of learning, students will be able to design new conceptual frameworks and techniques for strategy analysis based on the economic principles (ideas, concepts etc.) introduced in the course

**General Assessment Information**

No extensions can be granted unless processed via the Disruptions Policy

**Assessment Tasks**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
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<tbody>
<tr>
<td>Group presentation</td>
<td>30%</td>
<td>week 7-13 tutorials</td>
</tr>
<tr>
<td>Individual Assignment</td>
<td>30%</td>
<td>4 pm 13 May</td>
</tr>
<tr>
<td>Final Exam</td>
<td>40%</td>
<td>University examination period</td>
</tr>
</tbody>
</table>

**Group presentation**

Due: **week 7-13 tutorials**  
Weighting: **30%**

Due Date: week 7-13 tutorials  
Weight: **30%**

There will be seven groups for each tutorial class. From week 7 to week 13, each group will need to make a presentation in the tutorial class, based on an allocated case study.

The case reading material can be found in the **Unit Reader** and provides only a basic background and case questions, students are expected to search additional and/or updated information (e.g. journals, newspapers and other media outlets) relevant to their presentation topics. Students should introduce the case first and then analyse the case questions through reference to course material as well as additional research. The presentation should be about 35-45 minutes, depending on the number of students in the group and the number of questions for the case. Beyond addressing the case questions, students are encouraged to raise and/or solve additional research questions based on for example updated information about the case. The presentation will be followed by audience questions and discussions chaired by your tutor. The audience will provide a group-based peer review for the presenting group.
Each group member is expected to participate in the presentation. Each group should determine the format of presentation and prepare PowerPoint handouts for the audience. Student presentations will provide a focus for class discussion within these weeks’ tutorials. Your tutor will mark and comment on a marking sheet and return to you in the following week’s class. The mark will include the average mark from peer reviews provided by other groups.

Important note on Late Submission

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

Research and Practice

The group presentation requires students to search additional information (e.g. journals, newspapers and other media outlets) relevant to their presentation topics.

This Assessment Task relates to the following Learning Outcomes:

• Explain key concepts and theories in international strategic management
• Apply relevant concepts, theories and techniques to identify and analyse key strategic issues in international business
• Evaluate complex strategic issues/problems in global business and develop recommendations to solve the problems
• At the highest level of learning, students will be able to design new conceptual frameworks and techniques for strategy analysis based on the economic principles (ideas, concepts etc.) introduced in the course

Individual Assignment

Due: 4 pm 13 May
Weighting: 30%

Due Date: 4 pm 13 May (Week 9)

Weight: 30%

Each student will need to prepare a written assignment – a 2,000 word (excluding bibliography) essay on a case study. Students should search information (e.g. from newspapers and other media outlets) relevant to the case and analyse the case through reference to concepts and frameworks introduced in the unit. Assignment case question and marking criteria will be

http://unitguides.mq.edu.au/unit_offerings/56746/unit_guide/print 4
provided by week 3 or 4 on iLearn. In week 6 tutorial, your tutor will discuss some specific issues on assignment preparation.

A hard copy of your assignment should be either submitted to BESS by due date OR submitted to your tutors in the tutorial classes on an earlier date. A separate document detailing the submission guidelines and marking criteria will be uploaded to iLearn in week 3 or 4.

Important Note on Late Submission

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

Research and Practice

The assignment requires students to conduct original research, which involves the collection and analysis of information from a range of sources.

Recommended journals and periodicals for research

- The Economist: http://www.economist.com
- Journal of International Business Studies: http://www.jibs.net/

This Assessment Task relates to the following Learning Outcomes:

- Apply relevant concepts, theories and techniques to identify and analyse key strategic issues in international business
- Evaluate complex strategic issues/problems in global business and develop recommendations to solve the problems
• At the highest level of learning, students will be able to design new conceptual frameworks and techniques for strategy analysis based on the economic principles (ideas, concepts etc.) introduced in the course

Final Exam

Due: University examination period
Weighting: 40%

Due Date: University Examination Period
Weight: 40%

The final exam will be held during the University's final examination period. The exam is worth 40 per cent of the total grade and will assess all topics from week 1 to week 13 lectures/tutorials (except for any guest lecture topic). The format of the final exam will be announced and discussed in detail in week 13 lecture.

This Assessment Task relates to the following Learning Outcomes:
• Explain key concepts and theories in international strategic management
• Apply relevant concepts, theories and techniques to identify and analyse key strategic issues in international business

Delivery and Resources

Classes

Number and length of classes weekly: 1 x 2 hour lecture and 1 x 1 hour tutorial. The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/

Required and Recommended Reading Materials

There is no prescribed textbook for the unit. But students MUST purchase Unit Reader from bookshop. Throughout this course students are expected to read all materials in the Unit Reader. Additional reading material may be provided in the lectures. To enhance your knowledge, students are strongly recommended to look at the following publications.

Recommended books


Recommended journals and periodicals

The Economist: http://www.economist.com
Journal of International Business Studies: http://www.jibs.net/
Management International Review: http://link.springer.com/journal/11575
Journal of International Management: http://www.journals.elsevier.com/journal-of-international-management/

Teaching and Learning Strategy

The basic teaching and learning philosophy of the course is ‘we teach principles, you develop capabilities’. The theoretical principles provide the basis of various conceptual frameworks and models, which in turn help us to make sense of a variety of strategic issues firms face in a complex and uncertain global business environment.

While these principles constitute the basis for systematic examination of international business strategy and management, they do not necessarily explain why a particular firm succeeded or failed. The successful application of the concepts and theories introduced in this course depends on your ability to use them in a particular situation that a firm faces.

Throughout the course, we will use examples, case studies and tutorial discussions to illustrate the concepts and frameworks. Students should not only try to understand the theories, concepts and frameworks discussed in the lectures, but also make efforts to apply them in tutorial discussions, presentations and assignments.

Technology Used and Required

Students are required to use iLearn, word processing, Turnitin, and powerpoint for presentation.

The web page for this unit can be found at: iLearn http://ilearn.mq.edu.au

What are the changes from the previous offering?

New cases have been added.

Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Tutorial Activities</th>
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<tr>
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### Unit guide BUS 301 Global Business Strategy

<table>
<thead>
<tr>
<th></th>
<th>Introduction</th>
<th>No tutorial</th>
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<tbody>
<tr>
<td>2</td>
<td>Competitive Advantages</td>
<td>Forming groups and Discussion questions</td>
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<td>3</td>
<td>Organizing IB Activities (1)</td>
<td>Discussion questions</td>
</tr>
<tr>
<td>4</td>
<td>Organizing IB Activities (2)</td>
<td>Discussion questions</td>
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<tr>
<td>5</td>
<td>IT and IB Strategy</td>
<td>Discussion questions</td>
</tr>
<tr>
<td>6</td>
<td>Managing internationalization process</td>
<td>Discussion questions</td>
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<tr>
<td>7</td>
<td>Guest Lecture</td>
<td>Group 1 presentation</td>
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<td>8</td>
<td>MNE strategies, structures and subsidiary roles</td>
<td>Group 2 presentation</td>
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<tr>
<td>9</td>
<td>MNE Corporate-level strategic planning tools</td>
<td>Group 3 presentation</td>
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<tr>
<td>10</td>
<td>MNE Business-level strategic planning tools</td>
<td>Group 4 presentation</td>
</tr>
<tr>
<td>11</td>
<td>International corporate governance</td>
<td>Group 5 presentation</td>
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<tr>
<td>12</td>
<td>International business ethics</td>
<td>Group 6 presentation</td>
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<tr>
<td>13</td>
<td>Course review</td>
<td>Group 7 presentation</td>
</tr>
</tbody>
</table>

N.B. This unit schedule is subject to change; a separate handout will be distributed in the first tutorial in week 2, detailing the discussion questions and case studies for group presentations.

### Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](http://mq.edu.au/policy/docs/academic_honesty/policy.html). Students should be aware of the following policies in particular with regard to Learning and Teaching:

New Assessment Policy in effect from Session 2 2016. For more information, visit http://students.mq.edu.au/events/2016/07/19/new_assessment_policy_in_place_from_session_2/

Assessment Policy prior to Session 2 2016
Grading Policy prior to Session 2 2016
Grade Appeal Policy
Complaint Management Procedure for Students and Members of the Public
Disruption to Studies 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/

Results

Results shown in iLearn, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

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 Enquiry Service

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

IT Help
For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.
When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities
Problem Solving and Research Capability
Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.
This graduate capability is supported by:

Learning outcomes

• Apply relevant concepts, theories and techniques to identify and analyse key strategic issues in international business
• Evaluate complex strategic issues/problems in global business and develop recommendations to solve the problems
• At the highest level of learning, students will be able to design new conceptual frameworks and techniques for strategy analysis based on the economic principles (ideas, concepts etc.) introduced in the course

Assessment tasks

• Group presentation
• Individual Assignment

Discipline Specific Knowledge and Skills
Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific
knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

**Learning outcomes**

- Explain key concepts and theories in international strategic management
- Apply relevant concepts, theories and techniques to identify and analyse key strategic issues in international business
- Evaluate complex strategic issues/problems in global business and develop recommendations to solve the problems
- At the highest level of learning, students will be able to design new conceptual frameworks and techniques for strategy analysis based on the economic principles (ideas, concepts etc.) introduced in the course

**Assessment tasks**

- Group presentation
- Individual Assignment
- Final Exam

**Critical, Analytical and Integrative Thinking**

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

**Learning outcomes**

- Explain key concepts and theories in international strategic management
- Apply relevant concepts, theories and techniques to identify and analyse key strategic issues in international business
- Evaluate complex strategic issues/problems in global business and develop recommendations to solve the problems
- At the highest level of learning, students will be able to design new conceptual frameworks and techniques for strategy analysis based on the economic principles (ideas, concepts etc.) introduced in the course

**Assessment tasks**

- Group presentation
Individual Assignment
• Final Exam

Capable of Professional and Personal Judgement and Initiative
We want our graduates to have emotional intelligence and sound interpersonal skills and to
demonstrate discernment and common sense in their professional and personal judgement.
They will exercise initiative as needed. They will be capable of risk assessment, and be able to
handle ambiguity and complexity, enabling them to be adaptable in diverse and changing
environments.

This graduate capability is supported by:

Learning outcomes
• Evaluate complex strategic issues/problems in global business and develop
recommendations to solve the problems
• At the highest level of learning, students will be able to design new conceptual
frameworks and techniques for strategy analysis based on the economic principles
(ideas, concepts etc.) introduced in the course

Assessment tasks
• Group presentation
• Individual Assignment

Research & Practice, Global & Sustainability

The research used in the unit:
The group presentation requires students to search additional information (e.g. newspapers and
other media outlets) relevant to their presentation topics

The assignment requires students to conduct original research on a case study, which involves
the collection and analysis of information from a range of sources including academic journals,
business magazines, newspapers and other media outlets.

The global contexts:
The unit introduces most prominent theories in the disciplines of International Business and
Strategy and offers students opportunities to apply the disciplinary knowledge in the context of
global business environment through for example completing an assignment on a case study
related to a multinational company’s global strategies.

The sustainability contexts:
The unit introduces well-established theories and cutting-edge debates related to international corporate governance and business ethics that have important implications for corporate and societal sustainability.