



BUS 301

Global Business Strategy

S1 Day 2016

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Yue Wang

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Room 642, Building E4A

Friday 4-5 pm

Murray Taylor

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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 <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

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

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

General Assessment Information

No extensions can be granted unless processed via the Disruptions Policy

Assessment Tasks

Name	Weighting	Due
<u>Group presentation</u>	30%	week 7-13 tutorials
<u>Individual Assignment</u>	30%	4 pm 13 May
<u>Final Exam</u>	40%	University examination period

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

On successful completion you will be able to:

- 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 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>
- Far Eastern Economic Review: <http://www.feer.com/>
- Harvard Business Review: <http://www.hbr.com>
- Journal of International Business Studies: <http://www.jibs.net/>
- Management International Review: <http://www.springer.com/business+%26+management/journal/11575>
- Journal of World Business: <http://www.journals.elsevier.com/journal-of-world-business/>
- Journal of International Management: <http://www.journals.elsevier.com/journal-of-international-management/>

On successful completion you will be able to:

- 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.

On successful completion you will be able to:

- 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

Besanko, D., Dranove, D., S. Schaefer, and M. Shanley, 2013. Economics of Strategy, 6th edition, New York: John Wiley & Sons, Inc. (or earlier editions)

Johnson, G., K. Scholes and R. Whitting, 2010. Exploring Corporate Strategy, 8th edition, London: Prentice Hall.

Peng, M., 2014. Global Strategy, 3rd edition, Cengage Learning.

Recommended journals and periodicals

The Economist: <http://www.economist.com>

Far Eastern Economic Review: <http://www.feer.com/>

Harvard Business Review: <http://www.hbr.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

Week	Lecture Topic	Tutorial Activities
1	Introduction	No tutorial
2	Competitive Advantages	Forming groups and Discussion questions

3	Organizing IB Activities (1)	Discussion questions
4	Organizing IB Activities (2)	Discussion questions
5	IT and IB Strategy	Discussion questions
6	Managing internationalization process	Discussion questions
7	Guest Lecture	Group 1 presentation
8	MNE strategies, structures and subsidiary roles	Group 2 presentation
9	MNE Corporate-level strategic planning tools	Group 3 presentation
10	MNE Business-level strategic planning tools	Group 4 presentation
11	International corporate governance	Group 5 presentation
12	International business ethics	Group 6 presentation
13	Course review	Group 7 presentation

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](#). 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

New Assessment Policy in effect from Session 2 2016 http://mq.edu.au/policy/docs/assessment/policy_2016.html. 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 <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/grading/policy.html>

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

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.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/

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 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://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

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

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

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

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.