



BUS 804

International Business Strategy

S1 External 2017

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Lecturer

Yue Wang

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Contact via (02) 98508513

Friday 4-5 pm

Credit points

4

Prerequisites

(BUS651 or ECON649 or MKTG696) and 16cp at 800 level

Corequisites

Co-badged status

Unit description

This unit draws upon concepts from interdisciplinary sources as well as practical industry and firm-level case studies in order to examine various issues relevant to conducting business across national borders. It will introduce students to vital matters in strategic decision making by providing insights on the practices and policies used by competing businesses worldwide for developing strategies for competitive advantage. Specifically this Unit explores the challenges, dynamics and processes involved in managing a multi-national company. 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

Develop capabilities to make effective recommendations for successful strategy

implementation

General Assessment Information

NO LATE SUBMISSIONS WILL BE ACCEPTED.

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 (i.e. 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.

Assessment Tasks

Name	Weighting	Hurdle	Due
Assignment (A)	50%	No	5 pm, 5 May
Assignment (B)	50%	No	5 pm, 6 June

Assignment (A)

Due: **5 pm, 5 May**

Weighting: **50%**

For individual assignment (A), each student will need to prepare a 2,000 word (excluding bibliography) essay on a case study. A separate Assignment (A) Submission Guide detailing case questions, marking criteria and submission guidelines will be uploaded to iLearn by week 3. Students should search the information (e.g. newspapers and other media outlets) relevant to the case and analyse the case questions through reference to concepts and frameworks introduced in the unit. **An electronic copy should be submitted to Turnitin in the iLearn system by 5 pm 5 May Friday.**

IMPORTANT NOTE ON LATE SUBMISSIONS:

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 (i.e. 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.

Research and Practice

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

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

Assignment (B)

Due: **5 pm, 6 June**

Weighting: **50%**

For Individual Assignment (B), each student will need to prepare a 3000-word (excluding bibliography) critical literature review on the key ideas of transaction costs theory (covered in topics 5-7) and explain to what extent do you think such a theory can provide MNEs guidance on how to choose between different international business strategies when expanding overseas (e.g. the choice between export and FDI)?

To provide a rigorous review and critique, you are expected to read widely and incorporate at least 20 different references from academic articles. A separate Assignment (B) Submission Guide detailing the submission guideline and marking criteria will be uploaded to the iLearn.

An electronic copy of your assignment should be submitted to Turnitin in the iLearn system by 5 pm 6 June Tuesday.

IMPORTANT NOTE ON LATE SUBMISSIONS:

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 (i.e. 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.

Research and Practice

The assignment requires students to conduct original research, which involves the search, review and critique of the relevant articles from a range of academic journals. The titles below are indicative only for such academic journals and students are expected to search a wider range of sources than the list below.

Academy of Management Journal
Academy of Management Review
Academy of Management Perspectives
Asia Pacific Journal of Management
International Business Review
Journal of International Business Studies
Journal of International Management
Journal of Management
Journal of Management Studies
Journal of World Business
Management International Review
Strategic Management Journal
Thunderbird International Business Review

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

Delivery and Resources

Classes

- This is an online unit. Students can access all teaching material through iLearn. Videos for weekly lectures and readings will be uploaded to iLearn as well as Assignment Submission Guide documents.
- Students are encouraged to post discussions to iLearn and/or contact your lecturer by email/phone during the consultation time for any inquiries.
- Students are expected to pay attention to announcements on iLearn.

Required and Recommended Reading Materials

- There is no prescribed textbook for the unit, references for weekly readings will be provided on iLearn
- Throughout this course students are expected to search and read all materials in the weekly readings and additional reading material provided
- In addition, students are strongly recommended to look at the following publications to enhance your knowledge

Recommended books Besanko, D., Dranove, D., S. Schaefer, and M. Shanley, 2016. Economics of Strategy, 7th edition, New York: John Wiley & Sons, Inc. (or earlier editions) Peng, M., 2017. Global Strategy, 4th edition, Cengage Learning.

Recommended journals and periodicals Economist, The: <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/>

Technology Used and Required • Students are required to use iLearn, word processing, and Turnitin for assignment submissions. • The web page for this unit can be found at: iLearn <http://ilearn.mq.edu.au>

Teaching and Learning Strategy • The 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 a 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, students should not only try to understand the theories, concepts and frameworks discussed in the lectures, but also make efforts to apply them in online discussions and assignments.

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. (2014) Global Strategy 3e, South-Western Cengage Learning.
2. The focal firm – MNEs, SMEs & INV/BGs	<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
3. Understanding global markets – global market opportunity assessment	<ul style="list-style-type: none"> · Chapter 13 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2016) <i>International business: the new realities</i>, 4th 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 · Liesch, P.W., Welch, L. S., & Buckley, P.J. (2011) Risk and Uncertainty in Internationalisation and International Entrepreneurship Studies, <i>Management International Review</i>, 50 (6): 851-873
4. Organisational participants in the internationalisation process	<ul style="list-style-type: none"> · Chapter 3 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2016) <i>International business: the new realities</i>, 4th Edition, Upper saddle River, N.J.: Pearson Prentice Hall
5. Firm boundary: export vs. FDI	<ul style="list-style-type: none"> · Chapter 3 – Besanko et al. (2017). <i>Economics of Strategy</i> 7th edition, Wiley.
6. Firm boundary: tapered integration and relational contracts	<ul style="list-style-type: none"> · Chapter 4 – Besanko et al. (2017). <i>Economics of Strategy</i> 7th edition, Wiley. · Chapter 15 – Hill C. (2014). <i>International Business</i>, 10th edition, McGraw-Hill

<p>7. IT and IB strategy</p>	<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.
<p>8. Alternative routes to internationalization</p>	<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.
<p>9. MNE strategy, structure, and subsidiary roles</p>	<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. (2014). <i>International Business</i>, 10th edition, McGraw-Hill · Chapter 14 – Hill C. (2014). <i>International Business</i>, 10th 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, (2015) <i>International Business</i>, 8th edition, Pearson Education UK · Chapter 17 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2016) <i>International business: the new realities</i>, 4th 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., (2016) <i>International business: the new realities</i>, 4th 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_2016.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 (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

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

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 outcomes

- 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
- Develop capabilities to make effective recommendations for successful strategy implementation

Assessment tasks

- Assignment (A)
- Assignment (B)

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

Assessment tasks

- Assignment (A)
- Assignment (B)

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

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

Assessment tasks

- Assignment (A)
- Assignment (B)

Changes from Previous Offering

Readings updated; New assignments

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>