



# BUS 301

## Global Business Strategy

S1 Day 2018

*Archive (Pre-2019) - Dept of Marketing and Management*

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## General Information

Unit convenor and teaching staff

Unit Convenor

Yue Wang

[yue.wang@mq.edu.au](mailto:yue.wang@mq.edu.au)

Contact via by email

Room 642, 4 Eastern Road (old reference Building E4A)

Friday 4-5 pm

Tutor

Bedanand Upadhaya

[bedanand.upadhaya@mq.edu.au](mailto:bedanand.upadhaya@mq.edu.au)

Contact via by email

Room 204, 6 Eastern Road (old reference Building E4B)

Thursday 2-3 pm

Tutor

Ashna Chandra

[ashna.chandra@mq.edu.au](mailto:ashna.chandra@mq.edu.au)

Contact via by email

Room 204, 6 Eastern Road (old reference Building E4B)

Friday 1-2 pm

Tutor

Yishuai Yin

[jason.yin@mq.edu.au](mailto:jason.yin@mq.edu.au)

Contact via by email

Room 204, 6 Eastern Road (old reference Building E4B)

Friday 11 am - 12 noon

Credit points

3

Prerequisites

6cp at 200 level or above including BUS202

Corequisites

3cp from BUS or BBA units at 300 level

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:

Demonstrate understanding of key concepts and theories in global business strategy

Interpret, analyse, synthesise and evaluate a variety of theoretical concepts and viewpoints and apply them to solve key strategic issues in global business

Produce and deliver a persuasive analysis in reflective writing and oral presentation for cases/issues related to global business strategy, both individually and in a team

## General Assessment Information

Students must achieve 50% (i.e. 50 marks) of the unit total to pass the unit. No extensions can be granted unless processed via the Special Consideration Policy

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#"><u>Group presentation</u></a>	30%	No	week 7-13 tutorials
<a href="#"><u>Individual Assignment</u></a>	30%	No	4 pm 14 May
<a href="#"><u>Final Exam</u></a>	40%	No	University examination period

### Group presentation

Due: **week 7-13 tutorials**

Weighting: **30%**

Due Date: week 7-13 tutorials

Weight: 30% (including 15% group mark and 15% individual mark)

There will be seven groups for each tutorial class (some classes may end up with six groups depending on the number of students). 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 presentation mark (30% of the subject total) is composed of two parts: a group mark (15%) and an individual mark (15%). While every member will receive the same group mark for group performance, it is possible that each member will receive a different individual mark (and hence different total mark) as a result of the differential performance at individual level.**

For the individual mark (15%), your tutor will assess each member's contribution to the group performance and give a mark based on each member's individual performance relative to the group performance. For instance, if the group received 8 (out of 15) for the group mark and a particular member's individual performance is assessed as above the group average performance, s/he may receive an individual mark of 9-15 (out of 15). If, on the other hand, a member's individual performance is assessed as below the group average, s/he may receive an individual mark below 8. Your tutor will make his/her professional assessment on each member's individual performance taking into account the peer review provided by the audience.

**IMPORTANT: on your day of presentation, each group must submit a Members' Contribution Report summarizing each member's contribution to the preparation and performance of group presentation. A separate Group Presentation Guide on how to prepare for your group presentation (including a template of Members' Contribution Report) will be uploaded to iLearn and will be discussed in week 2 tutorial classes. The Group Presentation Guide also provides detailed marking criteria for group performance and individual performance.**

**Important note on Late Submission**

No extensions will be granted. Students who failed to participate in the group presentations will receive a mark of zero.

### **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:

- Demonstrate understanding of key concepts and theories in global business strategy
- Interpret, analyse, synthesise and evaluate a variety of theoretical concepts and viewpoints and apply them to solve key strategic issues in global business
- Produce and deliver a persuasive analysis in reflective writing and oral presentation for cases/issues related to global business strategy, both individually and in a team

## **Individual Assignment**

Due: **4 pm 14 May**

Weighting: **30%**

**Due Date: 4 pm 14 May (Monday, Week 10)**

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 on iLearn in week 3 or week 4. In week 6 tutorial, your tutor will discuss some specific issues on assignment preparation.

**You MUST submit a hard copy to BESS (or to your tutor on an earlier date) AND an electronic copy to iLearn for plagiarism checking. A separate document detailing the assignment 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 special consideration 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.

### **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:

- Interpret, analyse, synthesise and evaluate a variety of theoretical concepts and viewpoints and apply them to solve key strategic issues in global business
- Produce and deliver a persuasive analysis in reflective writing and oral presentation for cases/issues related to global business strategy, both individually and in a team

## **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:

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## **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, 2016. Economics of Strategy, 7th edition, New York: John Wiley & Sons, Inc. (or earlier editions)

Peng, M., 2017. Global Strategy, 4th edition, Cengage Learning. (or earlier editions)

#### **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 lecture material added

## **Unit Schedule**

<b>Week</b>	<b>Lecture Topic</b>	<b>Tutorial Activities</b>
1	Introduction	No tutorial
2	Competitive Advantages in IB	Forming groups and Discussion questions
3	Strategic organisation of IB Activities (1)	Discussion questions
4	Strategic organisation of IB Activities (2)	Discussion questions
5	IT and IB Strategy	Discussion questions
6	Managing internationalisation 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 \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway \(https://students.mq.edu.au/support/study/student-policy-gateway\)](https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/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](http://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](http://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](http://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/](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

### 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

- Demonstrate understanding of key concepts and theories in global business strategy
- Interpret, analyse, synthesise and evaluate a variety of theoretical concepts and viewpoints and apply them to solve key strategic issues in global business
- Produce and deliver a persuasive analysis in reflective writing and oral presentation for cases/issues related to global business strategy, both individually and in a team

## 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

- Demonstrate understanding of key concepts and theories in global business strategy
- Interpret, analyse, synthesise and evaluate a variety of theoretical concepts and viewpoints and apply them to solve key strategic issues in global business
- Produce and deliver a persuasive analysis in reflective writing and oral presentation for cases/issues related to global business strategy, both individually and in a team

## 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

- Interpret, analyse, synthesise and evaluate a variety of theoretical concepts and viewpoints and apply them to solve key strategic issues in global business
- Produce and deliver a persuasive analysis in reflective writing and oral presentation for cases/issues related to global business strategy, both individually and in a team

## 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.