



MGSM857

Competition and Strategy in Asia/Pacific

Term 3 North Ryde 2018

MGSM Degree Programs

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General Information

| |
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| Unit convenor and teaching staff |
| Credit points 4 |
| Prerequisites MGSM850 |
| Corequisites |
| Co-badged status |
| Unit description This unit is concerned with the dynamics of firm and industry competition within one of the most significant regions of the world economy, the Asia-Pacific. The unit takes the perspective of firms active in the region, both as multinational companies operating businesses in the region (otherwise known as global incumbents), and as successful firms emerging from the region who are, or who aim in time to become 'global challengers' in the world market. The unit introduces conceptual frameworks to make sense of global approaches to strategy in emerging economies as well as to within country contexts such as national cultures, management philosophies, national competitive advantages and institutional voids. |

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:

Critically assess and apply international/global strategic management theories, frameworks, concepts and practices to make informed, robust business decisions relating to the Asia Pacific region.

Assess and respond appropriately to competing strategic management perspectives and logics, within ambiguous, complex, and uncertain business contexts, considering the diverse mindsets of different cultures and markets and the relevance of this to global managers

Assess and integrate ethical, social and environmental considerations to focus on responsible business and management decisions.

Critically analyse stakeholder relationships to identify specific risks within different country contexts, national cultures, and management philosophies to generate strategies that create and deliver sustainable value across in the Asia Pacific region

Assessment Tasks

| Name | Weighting | Hurdle | Due |
|----------------------------------|-----------|--------|----------------------|
| <u>Group Presentation</u> | 30% | No | Day 5 (Final Sunday) |
| <u>Individual Participation</u> | 10% | No | Ongoing |
| <u>Individual Written Report</u> | 60% | No | (specific date TBD) |

Group Presentation

Due: **Day 5 (Final Sunday)**

Weighting: **30%**

Length & Format

The final, formal groups presentation will be 15-minutes long (depending on group size) on the final day, plus five minutes of Q&A; maximum 10 slides (no exceptions).

Please provide a hard copy of the presentation slides to me before presenting if possible (this is subject to the availability of printing capabilities, of course).

All group members must present. Your grade will be based on the presentation according to the criteria outlined below.

Each group will be assigned one of the four cases we have discussed previously in class (i.e., Levendary, Huawei, Infosys, Samsung) to use as the basis for their analysis and presentation.

This assessment task will be marked in the following ways:

- **15% of the total 30% weighting - The group as a whole will be marked according to the quality of the final presentation slide set that will be submitted to the lecturer.**
- **15% of the total 30% weighting - Each group member will be individually marked according to the quality of the delivery of their oral presentation, as well as how well the individual deals with questions from both the audience and the lecturer.**

Due

Final day of class

Group Weighting

30%

ASSESSMENT CRITERIA FOR GROUP CASED-BASED PRESENTATION

CRITERIA

Excellent

Very good

Good

Acceptable

Marginal

Fail

PRESENTATION PROCESS: 25%

Quality of the introduction

Clarity of the presentation

Easy to understand structure

Flowed seamlessly between sections

Eye contact

Quality of slides

Amount of reading

Effective use of time

THEORETICAL AND CONCEPTUAL UNDERSTANDING AND EVIDENCE (45%)

You backed up arguments with appropriate frameworks and research (evidence)

You guided your audience through your logic with well-chosen facts and examples

Quality of the analysis and interpretation

CONSOLIDATION AND INTEGRATION OF SUMMARY AND CONCLUSIONS (20%)

Summarised key points before concluding and this was appropriate and clearly linked to your

analysis

Conclusions; you discussed the potential implications of your findings for the future

Q & A (10%)

How well were you able to handle the questions from the audience (i.e., listen to and interpret the question; structure and provide a relevant response)?

On successful completion you will be able to:

- Critically assess and apply international/global strategic management theories, frameworks, concepts and practices to make informed, robust business decisions relating to the Asia Pacific region.
- Assess and respond appropriately to competing strategic management perspectives and logics, within ambiguous, complex, and uncertain business contexts, considering the

diverse mindsets of different cultures and markets and the relevance of this to global managers

- Assess and integrate ethical, social and environmental considerations to focus on responsible business and management decisions.
- Critically analyse stakeholder relationships to identify specific risks within different country contexts, national cultures, and management philosophies to generate strategies that create and deliver sustainable value across in the Asia Pacific region

Individual Participation

Due: **Ongoing**

Weighting: **10%**

Length & Format

I will be taking note of your attendance and your contributions/participation in all cases, discussions and exercises. This course is designed to be an inquiry-based, action-learning course. Therefore, you must be present, and you must participate to learn as you engage with, apply, discuss and consider the application of the course concepts, models and theories.

Due

All five days of our course

Weighting

10%

Appropriate contributions will be those that move the collective conversation forward. Be sure to monitor your behaviour – do not over contribute nor under contribute. Listening and thinking are as important as speaking. We will discuss this more in class to be sure you are clear about my expectations.

On successful completion you will be able to:

- Critically assess and apply international/global strategic management theories, frameworks, concepts and practices to make informed, robust business decisions relating to the Asia Pacific region.
- Assess and respond appropriately to competing strategic management perspectives and logics, within ambiguous, complex, and uncertain business contexts, considering the diverse mindsets of different cultures and markets and the relevance of this to global managers
- Assess and integrate ethical, social and environmental considerations to focus on responsible business and management decisions.

- Critically analyse stakeholder relationships to identify specific risks within different country contexts, national cultures, and management philosophies to generate strategies that create and deliver sustainable value across in the Asia Pacific region

Individual Written Report

Due: **(specific date TBD)**

Weighting: **60%**

Length & Format

A 3000 word (maximum) written report, typed in Times New Roman font 12 with 1.5-line spacing. Each page of the assignment should have at least 3cm margins from the left and right edges and top and bottom of the page. The actual word length of the document, NOT including references, tables charts, the executive summary, should be clearly stated on the title page of the assignment.

This is an individual assignment.

Due

TBA

Weighting

60%

Submit electronically to iLearn (Turnitin Plagiarism submission)

Follow the steps below to submit your report -

1. Login to iLearn using your OneID at <https://ilearn.mq.edu.au/login/MGSM>
2. Select MGSM Appropriate Term, 2018 then MGSM857
3. Go to the Assessments section and follow the instructions to submit

In this assignment, you are examining (through application of referenced readings and library/on-line research) what has already happened to a firm in its industry; you are not researching a potential market entry into a foreign territory. The purpose of the assignment is to:

- Provide you with the opportunity to test the ideas discussed in the unit in the settings of real organisations in emerging market countries/markets
- Undertake independent research, analysis and report-writing
- Apply concepts, models and theories from lectures, discussions, readings and cases from the unit
- Communicate the findings in a formal piece of work and enhance your written communication skills through focusing on the integration and synthesis of data

Prepare a Project Report on the following:

Critically examine a global industry in a country in the Asia-Pacific region. What are some of the interesting companies in the industry, and what strategies are they pursuing?

Choose TWO firms, one of which should be classified as a challenger or latecomer in the industry, and one should be classified as a leading global incumbent. Compare the differences in resource building and strategy between the two organisations using appropriate course frameworks, models and concepts.

Be sure to: (1) analyse how the global challenger firm fashioned its strategies in relation to the resources available, the competitive dynamics of the industry and its country context, and, (2) consider/discuss some of the key CAGE factors and institutional voids that the leading global incumbent firm likely had to navigate when entering the marketplace in the Asia Pacific.

The assignment should include the following:

- A business report structure
- Executive summary
- A brief introduction, description of the challenger and incumbent firms, overview of the industry, and the rationale for the choice of firms (an expanded section can be in an appendix)
- Discussion of your analysis (the analysis itself can be mostly contained in appendices)
- Conclusions/findings, together with any lessons learned that can be applied into the future for maintaining the firm's competitiveness considering the changing external environment and existing and potential strategic threats
- Appendices

Assessment criteria (more on the assessment criteria can be found on the next page):

- Ability to apply unit knowledge (i.e., theories, models, frameworks, concepts, etc.) to analyse the Challenger and the Incumbent firm dynamics selected within a global industry in an emerging economy.
- Clearly written and argued, and well supported with integrated, synthesised evidence from the literature and research sources with full acknowledgment of sources consulted, references used etc. included in the reference list. Use a referencing system from the student handbook.
- Ability to logically choose, arrange and present the materials and make sense of them for the audience/reader (me!).
- Written presentation to an acceptable postgraduate standard.

Assignments that are excessively descriptive or make excessive use of point-form, will not achieve a high grade.

In your report, be sure to focus on the “how” and “why”, as this is more analytical and interpretative, rather than descriptive (i.e., do not just describe the firms to me ... you must apply

the course concepts, models and theories to help you make sense of, and explain, what has happened and is likely to happen). Students are required to use their initiative in what issues they address, and what issues they ignore. Likewise, you are required to use your initiative in how you structure/organise and present the issues addressed – there is no model answer or blue-print for success in this exercise.

Penalties for exceeding word count 10% per word and 20% per day late.

ASSESSMENT CRITERIA FOR THE INDIVIDUAL WRITTEN REPORT

CRITERIA

Excellent

Very good

Good

Acceptable

Marginal

Fail

CONTENT AND STRUCTURE: 15%

A business report structure

An executive summary

Logically arranged and professionally structured and presented

ANALYTICAL AND CRITICAL EVALUATION (55%)

Effective and appropriate application of unit knowledge (i.e., the theories, models, concepts and frameworks to analyse the challenger firm and the incumbent selected within a global industry

Clearly written and argued using appropriate information and relevant examples

Evidence of research; well supported with evidence from the literature and research sources, with all sources cited in the report and full acknowledgment of sources consulted, references used etc. included the reference list

Evidence of reading

You have avoided unsubstantiated personal opinion

SYNTHESIS AND INTEGRATION (30%)

Key points were summarised before concluding from your analysis

Conclusions; you synthesised the key findings from your research and analysis, and drew conclusions regarding what this might mean (i.e., your interpretation) for the future of the firm

On successful completion you will be able to:

- Critically assess and apply international/global strategic management theories, frameworks, concepts and practices to make informed, robust business decisions relating to the Asia Pacific region.
- Assess and respond appropriately to competing strategic management perspectives and logics, within ambiguous, complex, and uncertain business contexts, considering the diverse mindsets of different cultures and markets and the relevance of this to global managers
- Critically analyse stakeholder relationships to identify specific risks within different country contexts, national cultures, and management philosophies to generate strategies that create and deliver sustainable value across in the Asia Pacific region

Delivery and Resources

Required Textbook

Cavusgil, S., Ghauri P. and Akcal A. (2012, 2nd Ed.) *Doing Business in Emerging Markets*. SAGE Publications Ltd. ISBN: 9781849201544

The following are recommended:

Khanna, T. & Palepu, K.G. (2010). *Winning in Emerging Markets*. HBP

Chattopadhyay, A & Batra, R. (2012). *The New Emerging Market Multinationals*. McGraw Hill

Bartlett, C.A., Ghoshal, S., & Beamish, P. (2008). *Transnational Management: Texts, Cases and Readings in Cross-Border Management*. Boston: McGraw Hill

Verbeke, A. (2013). *International Business Strategy*. Cambridge University Press

MGSM iLearn

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MGSM>

Teaching and Learning Approach: Inquiry-Based Action Learning

Learning-by-doing is one of the most effective approaches to learning; consequently, this unit relies on individual preparation, syndicate group interactions, and class-dynamics to apply and integrate the unit content. Through a combination of short interactive lectures, readings,

experiential exercises, current event discussions, case study discussions and presentations, video cases, and class participation, this unit provides you with the tools and vocabulary for critical and effective strategic analysis, thinking, and communication applied within the Asia Pacific region context.

The emphasis in **all** sessions is on participatory action learning through informed debate and discussion. For this to be successful individuals must prepare the assigned cases prior to the session. Time is provided during each session for syndicate groups to synthesise their individual preparation prior to the whole class discussions.

The cases used in the unit have been carefully selected and together they reflect the major learning objectives of the unit. All cases are relevant in terms of the key issues and key learning objectives. Each case is to be discussed through the lens of the session readings, and these too should be read prior to class.

Case study teaching promotes real learning advantages in the areas of critical thinking, argument, interpersonal communication, and decision-making through using clearly demarcated roles as below.

- *The Role of the Lecturer/facilitator*: is to draw out issues, analysis and recommendations from participants. The lecturer may take the role(s) of: devil's advocate, challenger, defender, facilitator, or protagonist. The lecturer/facilitator does NOT aim to provide "the correct answer", but to help you learn to think.

- *The Role of the Students*: To construct answers and meaning using the questions posed in the context of the readings and the session concepts. The better prepared the individual, and the syndicate group, the richer the learning experience. Having done the preparation, students will explore issues in depth; the individual's learning experience is closely correlated with the level of the student's preparation.

Unit Schedule

UNIT OBJECTIVES

This course will explore the experiences of firms as they internationalise from the Asia-Pacific, as well as global firms entering into the Asia Pacific, through focusing on what makes these experiences different from those typically encountered in domestic industries.

The course will move through the following major components:

- The global economy dynamics in the Asia-Pacific region
- The emergence of multinational corporations from the Asia-Pacific region (EMNCs)
- Country contexts and national competitive advantages
- International competitive strategy frameworks and determinants
- Late-comer advantage and how firms harness and leverage strategic capabilities through internal development linked to government priorities (global challengers versus global

incumbents)

- Global interfirm value chains and networks, and cluster dynamics as a source of advantage

This unit builds on and extends your knowledge of MGSM850 Strategic Frameworks and MGSM860 Strategic Management from the Resource Based View (RBV) of strategy; it is expected that you will be proficient in these units' concepts. However, the emphasis will be on the frameworks and theories presented in this course in order to challenge your mental models and mindsets.

If you revel in wrestling with interconnected complexities and qualitative uncertainties and actively challenging your own mindset then this course is for you. Unlike other courses you may have studied it is not about developing forward looking market recommendations and it is not about learning "correct" answers; rather it is about thinking strategically and constructing your understanding of the multifaceted contexts of emerging market competitive determinants; it is about developing and extending your synthesising and integrating capabilities

UNIT REQUIREMENTS

Unit participants will be expected as a minimum to:

1. Complete assigned cases and apply a selection of the readings provided;
2. Actively participate in class discussions;
3. Complete all assessments on time;

CLASSES

This unit will be presented in a five-day block format.

| Session | Topic | Textbook chapters |
|-------------------|---|-------------------|
| Day 1 Friday | Introduction to the course Overview of Strategies for Emerging Markets (EMs) Global industry dynamics effecting strategy: Political, legal and cultural issues | 1 & 2 |
| Day 2 Saturday | Emerging markets: Strategic opportunities and trends The characteristics of successful EM firms Strategic issues in selected emerging markets: BRICs and the new frontier economies | 3, 4 & 5 |
| Day 3 Sunday | Entry strategies: Trade, contracts, investments Strategy as international Catch-up: Newcomers and Latecomers Global strategy: Business Process Outsourcing | 6 & 7 |

| Session | Topic | Textbook chapters |
|----------|---|-------------------|
| Day 4 | Strategy in the Asia Pacific: People and organisational issues | 8, 9 & 10 |
| Saturday | International business and negotiation, building relationships, collaboration | |
| Day 5 | Catch-up and review | |
| Sunday | Group presentations and discussions | |

The class will be formed into 8 syndicates of 4-6 students (subject to change depending on final course numbers).

Discussions will include but not be limited to preparing the following question

| Session | Cases and discussion questions |
|-------------------|--|
| Day 1 Friday | <p>Levendary Cafe: The China Challenge HBS4357</p> <ol style="list-style-type: none"> 1. What is your evaluation of the way Levendary café entered the China Market? 2. Consider the mode of entry with reference to particular CAGE factors 4. What are the issues around standardization and control, what can be done to reduce the tension? 5. What if anything should Foster do about Louis Chen? 6. What would you do to secure continued growth and success in China for Levendary? (consider the capabilities required) |
| Day 2 Saturday | <p>Huawei: Cisco's Chinese Challenger, Asia Case Research Centre, The University of Hong Kong, Farhoomand, A., 2006, Ref: 06/300C</p> <ol style="list-style-type: none"> 1. Discuss the opportunities, pressures, and barriers Huawei contended with to emerge from China as a powerful global player in the industry 2. How did Huawei build competitive advantages in the global telecom equipment industry; can these advantages be sustained globally? Consider how large Chinese companies are leveraging their cost competitiveness to challenge the dominant global players in their established markets 3. Compare and contrast the strategic formation and execution of these two drastically different companies as they further venture into international markets. What would you advise Cisco, operating in China, regarding CAGE/ Institutional voids, & business model adaptations they need to master? |
| Day 3 Sunday | <p>Infosys Technologies, HBS Case 9-801-445</p> <ol style="list-style-type: none"> 1. What country specific/national context/culture shaped the Infosys business model in the BPO industry? 2. Consider the Link, Leverage & Learn model and Institutional Voids. Use these concepts to explain Infosys's success in the BPO industry 3. How has Infosys utilized stretch goals to acquire the capabilities that enable it to compete with established giants like IBM? What is the role of capability standards such as CMM? 4. Analyse the leadership culture and values in Infosys and discuss how these impact on trust, ethics, global conduct, and sustainability |

| | |
|----------|--|
| Day 4 | Design Strategy at Samsung Electronics : Becoming a top tier company; HBS Design Management institute; DMI1021 |
| Saturday | <ol style="list-style-type: none">1. What aspects in the Korean experience and culture are relevant to understanding Korean Industry structure and competition? How would this impact on a global incumbent entering Korea?2. What does it take to become a top tier company?3. Discuss Samsung's design approach and whether this can create sustainable superior global capabilities.4. What characterises the design organisation in 2006? How are the design relationships with other disciplines evolving? What are the strengths and weakness of this approach?5. What are the issues around organisational structure, and Ethnocentric, Polycentric, Geocentric management mindsets?6. What are the future threats and what would you do to mitigate them? |

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](#).

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 - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcome

- Critically analyse stakeholder relationships to identify specific risks within different country contexts, national cultures, and management philosophies to generate strategies that create and deliver sustainable value across in the Asia Pacific region

Assessment task

- Group Presentation

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

- Critically assess and apply international/global strategic management theories, frameworks, concepts and practices to make informed, robust business decisions relating to the Asia Pacific region.
- Assess and respond appropriately to competing strategic management perspectives and logics, within ambiguous, complex, and uncertain business contexts, considering the diverse mindsets of different cultures and markets and the relevance of this to global managers
- Assess and integrate ethical, social and environmental considerations to focus on responsible business and management decisions.
- Critically analyse stakeholder relationships to identify specific risks within different country contexts, national cultures, and management philosophies to generate strategies that create and deliver sustainable value across in the Asia Pacific region

Assessment tasks

- Group Presentation
- Individual Written Report

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 assess and apply international/global strategic management theories, frameworks, concepts and practices to make informed, robust business decisions

relating to the Asia Pacific region.

- Assess and respond appropriately to competing strategic management perspectives and logics, within ambiguous, complex, and uncertain business contexts, considering the diverse mindsets of different cultures and markets and the relevance of this to global managers
- Assess and integrate ethical, social and environmental considerations to focus on responsible business and management decisions.
- Critically analyse stakeholder relationships to identify specific risks within different country contexts, national cultures, and management philosophies to generate strategies that create and deliver sustainable value across in the Asia Pacific region

Assessment tasks

- Group Presentation
- Individual Participation
- Individual Written Report

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 assess and apply international/global strategic management theories, frameworks, concepts and practices to make informed, robust business decisions relating to the Asia Pacific region.
- Assess and respond appropriately to competing strategic management perspectives and logics, within ambiguous, complex, and uncertain business contexts, considering the diverse mindsets of different cultures and markets and the relevance of this to global managers
- Assess and integrate ethical, social and environmental considerations to focus on responsible business and management decisions.

Assessment tasks

- Group Presentation
- Individual Participation
- Individual Written Report

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 outcomes

- Critically assess and apply international/global strategic management theories, frameworks, concepts and practices to make informed, robust business decisions relating to the Asia Pacific region.
- Assess and respond appropriately to competing strategic management perspectives and logics, within ambiguous, complex, and uncertain business contexts, considering the diverse mindsets of different cultures and markets and the relevance of this to global managers
- Assess and integrate ethical, social and environmental considerations to focus on responsible business and management decisions.

Assessment tasks

- Group Presentation
- Individual Participation
- Individual Written Report

PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcome

- Critically analyse stakeholder relationships to identify specific risks within different country contexts, national cultures, and management philosophies to generate strategies that create and deliver sustainable value across in the Asia Pacific region

Assessment task

- Individual Written Report

Alignment of this unit with MGSM's mission-driven attributes

Leadership: The unit developed my understanding of the role of leadership at a strategic level within organisations and its importance in achieving superior performance through incremental and transformational change.

Global mindset: The unit supported my ability to apply a range of strategy frameworks and models to firms that operate in international markets across a wide range of industries in order to improve competitive positioning.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at <https://students.mgsm.edu.au/handbook>

Content Disclaimer

The content of this unit is provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.