General Information

Unit convenor and teaching staff
Unit Convenor
Rob Jack
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Contact via rob.jack@mq.edu.au

Credit points
3

Prerequisites
30cp and (BUS201 or admission to BeBus)

Corequisites

Co-badged status

Unit description
This unit introduces students to concepts of organisational management from an international perspective. It discusses the requirements of management in an ever changing global environment and the management principles required to develop a successful and sustainable international organisation. Structure, strategy and communication are explored from the perspective of their roles as foundations of the organisation, with an emphasis on how all types of businesses have grappled with the operational and organisational challenges of international business. Major issues considered include: an emphasis on small to medium size businesses and how they compete on a global level; ethics and social responsibility; issues of technology and knowledge, and how organisations use information to support global operations and deliver competitive advantage; the development of new international organisation forms and their implications for management; modes and patterns of international expansion; and the management of international strategic cooperation.

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:

Evaluate the importance of resources to develop a sustainable competitive advantage for the international organisation.

Explain the management of human, information, cultural, process, technological and
knowledge-based resources may lead to sustainable competitive advantage for the international organisation.

Appreciate challenges associated with managing resources in the international organisation.

Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations.

Apply and reflect on group work theory, working as part of a (multicultural/diverse) team to deliver a group presentation to a client organisation.

### Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-term Test</td>
<td>15%</td>
<td>Week 7</td>
</tr>
<tr>
<td>Company Analysis</td>
<td>30%</td>
<td>Week 11</td>
</tr>
<tr>
<td>Tutorial Presentation</td>
<td>15%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
</tbody>
</table>

**Mid-term Test**

Due: **Week 7**  
Weighting: **15%**

Submission

Extension

Penalties

What is required to complete the unit satisfactorily

On successful completion you will be able to:

- Evaluate the importance of resources to develop a sustainable competitive advantage for the international organisation.
- Explain the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.
- Appreciate challenges associated with managing resources in the international organisation.
- Critically explore the role of leaders and managers, in particular their role bringing about
change, within international organisations.

Company Analysis
Due: **Week 11**
Weighting: **30%**

Submission
Extension
Penalties

What is required to complete the unit satisfactorily

On successful completion you will be able to:

- Evaluate the importance of resources to develop a sustainable competitive advantage for the international organisation.
- Explain the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.
- Appreciate challenges associated with managing resources in the international organisation.
- Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations.

Tutorial Presentation
Due: **Ongoing**
Weighting: **15%**

Submission
Extension
Penalties

What is required to complete the unit satisfactorily

On successful completion you will be able to:

- Evaluate the importance of resources to develop a sustainable competitive advantage for the international organisation.
- Explain the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.
• Appreciate challenges associated with managing resources in the international organisation.
• Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations.

Final Examination
Due: University Examination Period
Weighting: 40%
Examination conditions
What is required to complete the unit satisfactorily

On successful completion you will be able to:
• Evaluate the importance of resources to develop a sustainable competitive advantage for the international organisation.
• Explain the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.
• Appreciate challenges associated with managing resources in the international organisation.
• Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations.

Delivery and Resources

Classes
This unit is taught using lectures and ‘applications lectures’ (whole-of-class tutorials). The course consists of 36 hours of instruction.

The timetable for classes can be found on the University web site at http://www.timetables.mq.edu.au/

Required and Recommended Texts and/or Materials

OTHER REFERENCES - TEXTBOOKS

**Technology Used and Required**
• No specific technology is required for this subject

**Unit Web Page**
Course material is available on the learning management system (iLearn):
http://ilearn.mq.edu.au

**Teaching and Learning Strategy**
This unit is taught using lectures and “applications lectures” (whole-of-class tutorials).

Students are expected to read in advance of lectures, and actively participate in applications lectures. Students will be expected to attend lectures fully prepared to discuss assigned readings.
as per the course outline.

## Unit Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Lecture topics</th>
<th>Textbook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td><strong>Topic 1 – Introduction (and some revision)</strong></td>
<td>Chapter 1</td>
</tr>
<tr>
<td>02/08/11</td>
<td>International business and internationalisation of the firm</td>
<td>&amp; 2</td>
</tr>
<tr>
<td>Week 2</td>
<td><strong>Topic 2 – Organisational participants in the internationalisation process</strong></td>
<td>Chapter 3</td>
</tr>
<tr>
<td>09/08/11</td>
<td>Classification of firms and key stake holders in internationalisation</td>
<td></td>
</tr>
<tr>
<td>Week 3</td>
<td><strong>Topic 3 – Analysing and classifying markets</strong></td>
<td>Chapter 10</td>
</tr>
<tr>
<td>16/08/11</td>
<td>Emerging markets, developing economies and advanced economies</td>
<td></td>
</tr>
<tr>
<td>Week 4</td>
<td><strong>Topic 4 – The fundamentals of strategy and organisation</strong></td>
<td>Chapter 12</td>
</tr>
<tr>
<td>23/08/11</td>
<td>International strategy development and firm organisation</td>
<td></td>
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<tr>
<td>Week 5</td>
<td><strong>Topic 5 – Global market opportunity assessment</strong></td>
<td>Chapter 13</td>
</tr>
<tr>
<td>30/08/11</td>
<td>Assessing external and internal suitability for internationalisation</td>
<td></td>
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<tr>
<td>Week 6</td>
<td><strong>Topic 6 – Entering foreign markets – Part 1</strong></td>
<td>Chapter 14</td>
</tr>
<tr>
<td>06/09/11</td>
<td>The various modes firms can use to enter overseas markets – Exporting and countertrade</td>
<td></td>
</tr>
<tr>
<td>Week 7</td>
<td><strong>Topic 7 – Entering foreign markets – Part 2</strong></td>
<td>Chapter 15</td>
</tr>
<tr>
<td>13/09/11</td>
<td>The various modes firms can use to enter overseas markets – FDI</td>
<td></td>
</tr>
<tr>
<td>Week 8</td>
<td><strong>Topic 8 – Entering foreign markets – Part 3</strong></td>
<td>Chapter 16</td>
</tr>
<tr>
<td>04/10/11</td>
<td>The various modes firms can use to enter overseas markets – Contractual strategies</td>
<td></td>
</tr>
</tbody>
</table>
Week 9
11/10/11
Topic 9 – Entering foreign markets – Part 4
The various modes firms can use to enter overseas markets – Global sourcing
Chapter 17

Week 10
18/10/11
Topic 10 – Marketing in the global firm
Achieving marketing excellence in the era of dynamic global markets
Chapter 18

Week 11
25/10/11
Topic 11 – The strategic use of human resources in an international context
The use of ‘human capital’ in international markets
Chapter 19

Week 12
01/11/11
Topic 12 – Financial management and accounting in the global firm
How firms obtain and use funds for cross-border trade, investment, and other commercial activities
Chapter 20

Week 13
08/11/11
Topic 13 – Course revision

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://www.mq.edu.au/policy/docs/academic_honesty/policy.html
Special Consideration Policy http://www.mq.edu.au/policy/docs/special_consideration/policy.html

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Academic Honesty
The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

• all academic work claimed as original is the work of the author making the claim
• all academic collaborations are acknowledged
• academic work is not falsified in any way
• when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at [http://www.mq.edu.au/policy/docs/academic_honesty/policy.html](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)

Grades

Macquarie University uses the following grades in coursework units of study:

• HD - High Distinction
• D - Distinction
• CR - Credit
• P - Pass
• F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:


Grading Appeals and Final Examination Script Viewing

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.


Special Consideration Policy

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:


Student Support

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: [http://students.mq.edu.au/support/](http://students.mq.edu.au/support/).
UniWISE provides:

- Online learning resources and academic skills workshops [http://www.mq.edu.au/learning_skills/](http://www.mq.edu.au/learning_skills/)
- Personal assistance with your learning & study related questions.
- The Learning Help Desk is located in the Library foyer (level 2).
- Online and on-campus orientation events run by Mentors@Macquarie.

Student Services and Support

Students with a disability are encouraged to contact the [Disability Support Unit](http://www.student.mq.edu.au/ses/) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

Details of these services can be accessed at [http://www.student.mq.edu.au/ses/](http://www.student.mq.edu.au/ses/).

IT Help

If you wish to receive IT help, we would be glad to assist you at [http://informatics.mq.edu.au/help/](http://informatics.mq.edu.au/help/).

When using the university's IT, you must adhere to the [Acceptable Use Policy](https://unitguides.mq.edu.au/2012/unit_offerings/BUS202/D2/print). The policy applies to all who connect to the MQ network including students and it outlines what can be done.

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**

- Appreciate challenges associated with managing resources in the international organisation.
- Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations.
- Apply and reflect on group work theory, working as part of a (multicultural/diverse) team to deliver a group presentation to a client organisation.
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**

- Evaluate the importance of resources to develop a sustainable competitive advantage for the international organisation.
- Explain the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.

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 the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.
- Appreciate challenges associated with managing resources in the international organisation.
- Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations.

**Assessment tasks**

- Mid-term Test
- Tutorial Presentation
- Final Examination
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**

- Evaluate the importance of resources to develop a sustainable competitive advantage for the international organisation.
- Explain the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.
- Appreciate challenges associated with managing resources in the international organisation.

**Assessment task**

- Company Analysis

Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

**Learning outcome**

- Explain the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:
Learning outcomes

• Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations.
• Apply and reflect on group work theory, working as part of a (multicultural/diverse) team to deliver a group presentation to a client organisation.

Assessment task

• Tutorial Presentation

Engaged and Ethical Local and Global citizens
As local citizens our graduates will be aware of indigenous perspectives and of the nation’s historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

Learning outcome

• Explain the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.

Socially and Environmentally Active and Responsible
We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcomes

• Explain the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation.
• Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations.