BUS 804
International Business Strategy
S1 Evening 2015
Dept of Marketing and Management

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General Information

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Unit Convenor
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Contact via rob.jack@mq.edu.au
E4A Room 643
By appointment

Yang Yang
yang.yang@mq.edu.au

Credit points
4

Prerequisites
4cp at 800 level and (BUS651 or MKTG696 or admission to MIntRel)

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://students.mq.edu.au/important-dates

Learning Outcomes

1. Develop a deep understanding of the key theories and concepts in strategic management and their implications for international business
2. Critically apply relevant theories, concepts and techniques to analyse strategic issues in
international business

3. Demonstrate the ability to work as part of a team in discussing and analysing international business issues

4. Develop capabilities to make effective recommendations for successful strategy implementation

5. Design new conceptual models and frameworks for strategy analysis and implementation based on the theoretical principles introduced in the course

Assessment Tasks

<table>
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<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
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<tbody>
<tr>
<td>Presentation and participation</td>
<td>10%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Individual assignment - A</td>
<td>30%</td>
<td>W6 - 2 April 2015</td>
</tr>
<tr>
<td>Group assignment</td>
<td>30%</td>
<td>W10 - 14 May 2015</td>
</tr>
<tr>
<td>Individual assignment - B</td>
<td>30%</td>
<td>12 June 2015</td>
</tr>
</tbody>
</table>

Presentation and participation

Due: Ongoing

Weighting: 10%

Students will receive an individual mark for ongoing presentations and participation throughout the semester. For students undertaking the online offering of this unit - this grade will be determined by your weekly contributions/posts to the discussions and readings detailed each week.

For students undertaking the in-class offering of this unit, this grade will be determined by your presentation of key questions during the semester.

This Assessment Task relates to the following Learning Outcomes:

- Demonstrate the ability to work as part of a team in discussing and analysing international business issues
- Develop capabilities to make effective recommendations for successful strategy implementation

Individual assignment - A

Due: W6 - 2 April 2015

Weighting: 30%

Each student will be expected to submit an individual assignment of 2,500 words. The format for the assignment is an ESSAY.
For Individual Assignment (A), each student will need to prepare a critical literature review on the *Uppsala Model* of firm internationalisation (covered in Topic 3) and explain to what extent this model helps us to understand a firm’s process of internationalisation? 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 Individual Assignment Document detailing the submission guideline and marking criteria will be uploaded to iLearn.

In undertaking this assignment students’ need to:

- Research the topic in an in-depth manner
- Provide a critical perspective of the literature on a topic

Remember, it is expected you will demonstrate strong analytical skills in your essay.

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Students are expected to maintain an appropriate standard in presenting their essay. Remember to acknowledge your sources throughout the paper using the Harvard referencing system. The report is to be typed and **1.5 spaced** (a standard 12 point font should be used). It should be checked for spelling, consistency and clarity of expression.

Your essay must be submitted to Turnitin at [www.turnitin.com](http://www.turnitin.com)

**WARNING on late submission:**

NO extensions will be granted except for cases in which an application for Disruption to Studies is made and approved. Students who have not submitted assignments prior to deadlines will be awarded a mark of ZERO.

This Assessment Task relates to the following 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
- Design new conceptual models and frameworks for strategy analysis and implementation based on the theoretical principles introduced in the course

**Group assignment**

**Due:** W10 - 14 May 2015  
**Weighting:** 30%

You will be required to join a group (of no more than four students, preferably three), and develop a 4000 word written **REPORT** based on the topic detailed below.

Students will be required to select a company, from a selection of industries provided by your lecturer, and prepare a case study which describes a particular issue concerning that company’s internationalisation strategy. The report should reflect a genuine strategy issue (not
issues related specifically to marketing, HRM etc though elements of these issues may emerge in your research). There should be an emphasis on analysing company data from the perspective of relevant course literature. Reports that are descriptive of company practices only will be penalized. The final report should outline how the organisation manages the strategic issue(s) in question and evaluate the practice by comparing it to the literature from relevant publications.

While writing your report, you should incorporate relevant theories and concepts to justify your arguments. Clear analysis which reflects integration of relevant literature with the organisation’s practices will be rewarded – simply describing the practices will not be enough to pass this assessment task. As a guide your report should incorporate at least 40 different references. These can be sourced from the following:

- Academic articles
- Relevant textbooks
- Periodicals
- Newspapers
- Relevant online sources

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Students are expected to maintain an appropriate standard in presenting their report. The report is to be typed and 1.5 spaced (a standard 12 point font should be used). It should be checked for spelling, consistency and clarity of expression. Remember to acknowledge your sources throughout the paper using the Harvard referencing system (in text referencing). As this is a group exercise all members of the group are expected to contribute actively and substantially. While it is understood that some members of the group may provide more input in the research, whereas others may do more of the actual written work, the group will be required to acknowledge that all group members have given quality time to the project.

**All group work is peer moderated**

Each student will submit a peer evaluation assessment for each member in their group (including themselves). This will then allow a peer factor to be allocated to the Group’s raw score for each individual student, allowing a dispersion of marks within the same group.

Your report must be submitted to Turnitin at [www.turnitin.com](http://www.turnitin.com).

In terms of the group report, each group is responsible for assessing its level of plagiarism. Although you can submit the report to Turnitin as many times as you like before the due date, only the final submission will count to Turnitin. Any Turnitin Report with 20%+ plagiarism will be carefully reviewed and marks deducted equivalent to the percentage plagiarised.

**WARNING on late submission:**

NO extensions will be granted except for cases in which an application for Disruptions to Studies is made and approved. Students who have not submitted assignments prior to deadlines will be awarded a mark of ZERO.
This Assessment Task relates to the following Learning Outcomes:

- Demonstrate the ability to work as part of a team in discussing and analysing international business issues
- Develop capabilities to make effective recommendations for successful strategy implementation

Individual assignment - B

Due: 12 June 2015
Weighting: 30%

For Individual Assignment (B), each student will be expected to submit an individual case study analysis of 2,500 words. The format for the assignment is an ESSAY. You will be required to select one case study from a list review, critique and summarise. Please note that PDFs of each case will be listed on iLearn.

The case analysis should include the following (recommended structure):

- **Introduction**

- **Body** - should include the following sections:
  - identification of major stakeholders and their problems,
  - objective and concern;
  - positive and negative views,
  - identification of problems;
  - analysis of alternative solutions;
  - recommended solutions,
  - managerial implications

- **Conclusion** Briefly summarize the essential complexities posed in this case and the significance of optional solutions.

Your critique should incorporate at least 20 different references. These can be sourced from the following:

- Academic articles
- Relevant textbooks

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Students are expected to maintain an appropriate standard in presenting their essay. Remember to acknowledge your sources throughout the paper using the Harvard referencing system. The report is to be typed and **1.5 spaced** (a standard 12 point font should be used). It should be checked for spelling, consistency and clarity of expression.

Your essay must be submitted to **Turnitin** at [www.turnitin.com](http://www.turnitin.com)

**WARNING on late submission:**

NO extensions will be granted except for cases in which an application for Disruption to Studies is made and approved. Students who have not submitted assignments prior to deadlines will be awarded a mark of ZERO.

This Assessment Task relates to the following Learning Outcomes:

- Critically apply relevant theories, concepts and techniques to analyse strategic issues in international business
- Design new conceptual models and frameworks for strategy analysis and implementation based on the theoretical principles introduced in the course

**Delivery and Resources**

The course consists of 36 hours of instruction. BUS804 is taught both externally (online) and internally (in-class). For students doing the online version of the unit classes will run over a 13 week semester. For students doing the in-class version of the unit classes will run in block mode on the following dates in S1 2015 - 7 March, 21 March, and 9 May.

Students are expected to read in advance of lectures, and actively participate in applications/lectures. It is an expectation that students will attend/participate at least 80% of classes. Students will be expected to attend lectures fully prepared to discuss assigned readings as per the course outline. If you have a recurring problem have the courtesy to discuss this with your lecturer/tutor. The timetable for classes can be found on the University web site at [http://www.timetables.mq.edu.au/](http://www.timetables.mq.edu.au/)

Your lecturer will advise you of their consultation times and availability during the semester.

**Technology Used and Required**

Students are required to use information technology in this unit. Students will need to use: Library databases to source materials for the research reports, which are accessed electronically for conducting, research for assignments; Electronic (internet) access to iLearn to download unit learning resources and upload assignments or other materials required for class activities and assignments; Microsoft word and Power point (where applicable) for the research reports and presentations).

**Unit Web Page**

Course material is available on the learning management system (iLearn). The web page for this
USING iLEARN FORUMS

This practice exercise is mandatory for all students and must be completed by the end of week two. This is not an assessment. This will be the first step which will assist you to learn how to learn in an online environment and how to use the iLearn forums in online units.

A) Please post a message introducing yourself, your previous studies and what you do.

B) Using iLearn DIALOGUE Please email me telling me why you choose to study this unit and what do you expect to learn from this unit?

Weekly readings

There is no allocated textbook for this unit. Your weekly set of readings is detailed in the lecture program and copies will be uploaded each week on iLearn.

What has changed in this unit?

This is a capstone unit in the Masters of International Business (MIB) degree

Unit Schedule

<table>
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<tr>
<th>Topic</th>
<th>Key readings</th>
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<tbody>
<tr>
<td>3. Understanding global markets – global market opportunity assessment</td>
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<th>4. Organisational participants in the internationalisation process</th>
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<th>5. Firm boundary: export vs. FDI</th>
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<tr>
<th>6. Firm boundary: tapered integration and relational contracts</th>
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<th>7. IT and IB strategy</th>
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<th>8. Alternative routes to internationalization</th>
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<th>9. MNE strategy, structure, and subsidiary roles</th>
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<tr>
<td>-----------------------------------------------</td>
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<td>13 Revision and review</td>
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### 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:


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/](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 Enquiry Service
For all student enquiries, visit Student Connect at ask.mq.edu.au

Equity 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.

IT Help
For help with University computer systems and technology, visit http://informatics.mq.edu.au/help/.

When using the University’s IT, you must adhere to the Acceptable Use 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 outcome

• Develop a deep understanding of the key theories and concepts in strategic management and their implications for international business

Assessment tasks

• Individual assignment - A
• Group assignment

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
• Design new conceptual models and frameworks for strategy analysis and implementation based on the theoretical principles introduced in the course

Assessment tasks

• Individual assignment - A
• Individual 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

• Demonstrate the ability to work as part of a team in discussing and analysing international business issues
• Design new conceptual models and frameworks for strategy analysis and
implementation based on the theoretical principles introduced in the course

**Assessment task**

- Group assignment

**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:

**Assessment task**

- Presentation and participation

**Changes from Previous Offering**

Please note this unit is now the capstone unit in the Masters of International Business (MIB) degree

**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**

- UNCTAD-United Nations Conference on Trade and Development: [http://wwwunctad.org](http://wwwunctad.org)
- International business news:
  - orthodox views:
    - The Economist - [http://www.economist.com](http://www.economist.com) (some parts available only on subscription)
  - alternative views:
    - New Internationalist - [http://www.newint.org](http://www.newint.org)