BUS 301
Global Business Strategy
S1 Day 2017
Dept of Marketing and Management

Contents
General Information 2
Learning Outcomes 3
General Assessment Information 3
Assessment Tasks 3
Delivery and Resources 6
Unit Schedule 8
Policies and Procedures 8
Graduate Capabilities 10
Research & Practice, Global & Sustainability 11

Disclaimer
Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.
## General Information

**Unit convenor and teaching staff**

**Unit Convenor**
Yue Wang  
yue.wang@mq.edu.au
Contact via yue.wang@mq.edu.au
Room 642, Building E4A
Friday 4-5 pm

**Tutor**
Bedanand Upadhaya  
bedanand.upadhaya@mq.edu.au
Contact via by email
E4B 204
4-5 pm Wednesday

**Tutor**
Ashna Chandra  
ashna.chandra@mq.edu.au
Contact via by email
E4B 204
2-3 pm Wednesday

---

**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

General Assessment Information

No extensions can be granted unless processed via the Disruptions Policy

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group presentation</td>
<td>30%</td>
<td>No</td>
<td>week 7-13 tutorials</td>
</tr>
<tr>
<td>Individual Assignment</td>
<td>30%</td>
<td>No</td>
<td>4 pm 12 May</td>
</tr>
<tr>
<td>Final Exam</td>
<td>40%</td>
<td>No</td>
<td>University examination period</td>
</tr>
</tbody>
</table>

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 (for Friday classes group presentations may start from week 6), 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 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

Individual Assignment
Due: 4 pm 12 May
Weighting: 30%

Due Date: 4 pm 12 May (Friday, Week 9)
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.

A hard copy of your assignment should be either submitted to BESS by due date OR submitted to your tutors in the tutorial classes on an earlier date. 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 disruption of studies is made and approved.

Research and Practice

The assignment requires students to conduct original research, which involves the collection and analysis of information from a range of sources.

Recommended journals and periodicals for research

- The Economist: http://www.economist.com
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

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:

• 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

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**


**Recommended journals and periodicals**

The Economist: http://www.economist.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**

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Tutorial Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction</td>
<td>No tutorial</td>
</tr>
<tr>
<td>2</td>
<td>Competitive Advantages in IB</td>
<td>Forming groups and Discussion questions</td>
</tr>
<tr>
<td>3</td>
<td>Strategic organisation of IB Activities (1)</td>
<td>Discussion questions</td>
</tr>
<tr>
<td>4</td>
<td>Strategic organisation of IB Activities (2)</td>
<td>Discussion questions</td>
</tr>
<tr>
<td>5</td>
<td>IT and IB Strategy</td>
<td>Discussion questions</td>
</tr>
<tr>
<td>6</td>
<td>Managing internationalisation process</td>
<td>Discussion questions</td>
</tr>
<tr>
<td>7</td>
<td>Guest Lecture</td>
<td>Group 1 presentation</td>
</tr>
<tr>
<td>8</td>
<td>MNE strategies, structures and subsidiary roles</td>
<td>Group 2 presentation</td>
</tr>
<tr>
<td>9</td>
<td>MNE Corporate-level strategic planning tools</td>
<td>Group 3 presentation</td>
</tr>
<tr>
<td>10</td>
<td>MNE Business-level strategic planning tools</td>
<td>Group 4 presentation</td>
</tr>
<tr>
<td>11</td>
<td>International corporate governance</td>
<td>Group 5 presentation</td>
</tr>
<tr>
<td>12</td>
<td>International business ethics</td>
<td>Group 6 presentation</td>
</tr>
<tr>
<td>13</td>
<td>Course review</td>
<td>Group 7 presentation</td>
</tr>
</tbody>
</table>

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](http://mq.edu.au/policy/docs/academic_honesty/policy.html). Students should be aware of the following policies in particular with regard to Learning and Teaching:

[Academic Honesty Policy](http://mq.edu.au/policy/docs/academic_honesty/policy.html)
Student Support

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/](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](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/). 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

**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

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

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.