



MGMT704

International Business Strategy

S2 Day 2018

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

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General Information

Unit convenor and teaching staff

Unit Convenor

Yue Wang

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Contact via yue.wang@mq.edu.au

Room 642, 4 Eastern Road (also known as E4A Building)

Wednesday 3-4 pm

Credit points

4

Prerequisites

Admission to MRes

Corequisites

Co-badged status

Unit description

This unit draws upon concepts and theoretical frameworks from interdisciplinary sources as well as practical industry and firm-level case studies and experiential exercises in order to examine various issues relevant to conducting business across national borders. The unit addresses not only the economic dimension of the international business environment, but also its political, cultural and technological dimensions, all of which interact in complex ways to generate opportunities and threats at the firm level. It will introduce students to vital matters in strategic decision making in the global markets to provide insights on the practices and policies used by competing businesses worldwide for developing strategies for competitive advantage. It explores the challenges, dynamics and processes involved in managing a multi-national company.

The underpinning of this unit is the practical real-life, real-time knowledge gained by students through experiential learning. This unit is taught through lectures, discussions and experiential exercises. This unit will examine critical issues and perspectives which have been identified in the extant academic and professional literature.

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:

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 analyze strategic issues in international business

Develop capabilities to make effective recommendations for successful strategy implementation

Collaborate with a team to develop solutions for an international business case

General Assessment Information

WARNING on late submission/assessment task:

NO extensions for any assessment tasks will be granted except for cases in which an application for special consideration is made and approved. For individual assignments, there will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission - 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

Assessment Tasks

| Name | Weighting | Hurdle | Due |
|--|-----------|--------|--------------------|
| <u>Group presentation</u> | 40% | No | week 6-13 in class |
| <u>Individual Assignment (A)</u> | 30% | No | 5 pm 4 Oct. |
| <u>Individual Assignment (B)</u> | 30% | No | 5 pm 31 Oct. |

Group presentation

Due: **week 6-13 in class**

Weighting: **40%**

Introduction of the group presentation:

There will be 11-15 groups for group presentations (subject to change depending on the number of students enrolled). From week 6 to week 13, each group will need to make a presentation in the seminar class, based on an allocated case study. The case reading material (on iLearn) provides only a basic background and case questions, students are expected to search additional and/or updated information (e.g. 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 30-40 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 questions from audience and discussions chaired by your lecturer/tutor.

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' seminars. Your lecturer/tutor will mark and comment on a marking sheet and return to you in the following week's class. The mark will include the average mark from peer reviews provided by other groups.

Components of this assessment: 20% group mark + 20% individual mark

This assessment is composed of two parts: **a group mark** on group presentation performance (20%) and **an individual mark** on individual performance during the presentation (20%). While every group member will receive the same group mark for group presentation performance, it is possible that each member will receive a different individual mark (and hence different total mark for this assessment task) as a result of differential performance at individual level.

On your presentation day, each group **MUST** submit a **Members' Contribution Report** summarizing each member's contribution to the group project. Each group should also prepare a handout of their presentation slides for the tutor as well as for the class. Each student should keep his/her script or notes as a record but please avoid reading too much from your script/notes during the presentation. A separate Group Project Guide on how to prepare for your group project presentation and members' contribution reports will be uploaded to iLearn and will be discussed in classes. The Guide also provides detailed marking criteria for group performance and individual performance.

Research and Practice

The group presentation requires students to collaborate within a team and search additional information (e.g. academic journals, newspapers and other media outlets) relevant to their presentation topics.

On successful completion you will be able to:

- Develop a deep understanding of the key theories and concepts in strategic management and their implications for international business
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- Collaborate with a team to develop solutions for an international business case

Individual Assignment (A)

Due: 5 pm 4 Oct.

Weighting: **30%**

For **Individual Assignment (A)**, each student will need to prepare a 2,000 word (excluding bibliography) essay on a case study. A separate individual assignment document detailing case questions, marking criteria and submission guidelines will be uploaded to iLearn by week 3. Students should search the information (e.g. newspapers and other media outlets) relevant to the case and analyse the case questions through reference to concepts and frameworks introduced in the unit. Your lecturer will discuss some specific issues on assignment preparation before mid-session break.

A **hard copy** of your assignment should be either submitted to your lecturer in class on the due date **OR** submitted to your lecturer on an earlier date. An **electronic copy** should be submitted to Turnitin in the iLearn system for checking plagiarism. Note though an electronic submission to Turnitin is not a substitute for the hard copy submission, **You MUST submit both by the deadline.**

NO EXTENSIONS WILL BE GRANTED EXCEPT WHERE AN APPLICATION FOR SPECIAL CONSIDERATION IS MADE AND APPROVED.

FOR LATE SUBMISSIONS, 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 (i.e. 25 HOURS LATE IN SUBMISSION - 20% PENALTY). THIS PENALTY DOES NOT APPLY FOR CASES IN WHICH AN APPLICATION FOR SPECIAL CONSIDERATION IS MADE AND APPROVED.

Research and Practice

The assignment requires students to conduct original research, which involves the collection and analysis of information from a range of sources. Students may find it useful to look at the following academic journals and periodicals.

Academic Journals:

Asia Pacific Journal of Management

Asian Business and Management

Industry and Corporate Change

Journal of Business Research

Long Range Planning

Thunderbird International Business Review

Periodicals:

Business Week (Asian edition)

Harvard Business Review

The Wall Street Journal

The Economist

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Individual Assignment (B)

Due: **5 pm 31 Oct.**

Weighting: **30%**

For **Individual Assignment (B)**, each student will need to prepare a 2000-word (excluding bibliography) critical literature review on the key concept of asset-specificity (also known as transaction-specific investment) in transaction costs theory (covered mainly in weeks 3-5) and explain to what extent do you think such a concept can help us understand how multinational enterprises (MNEs) choose between different modes of international business organization when expanding overseas (e.g. the choice between export and FDI)?

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 the iLearn.

A **hard copy** of your assignment should be either submitted to your lecturer in class on the due date **OR** submitted to your lecturer on an earlier date. An **electronic copy** should be submitted to Turnitin in the iLearn system for checking plagiarism. Note though an electronic submission to Turnitin is not a substitute for the hard copy submission, **You MUST submit both by the deadline.**

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Research and Practice

The assignment requires students to conduct original research, which involves the collection, review and critique of the relevant articles from a range of academic journals. The titles below are indicative only for such academic journals and students are expected to search a wider range of sources than the list below.

Academy of Management Journal

Academy of Management Review

Academy of Management Perspectives

Asia Pacific Journal of Management

International Business Review

Journal of International Business Studies

Journal of International Management

Journal of Management

Journal of Management Studies

Journal of World Business

Management International Review

Strategic Management Journal

Thunderbird International Business Review

On successful completion you will be able to:

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

Delivery and Resources

Successful completion of this unit requires the student to achieve at least 50% in total in the assessment tasks offered

Classes

- Number and length of classes weekly: 3-hour block seminar (except for week 1)
- The timetable for classes can be found on the University web site at: <http://www.timetable.mq.edu.au/>

Required and Recommended Reading Materials

- There is no prescribed textbook for the unit, *references for weekly readings* will be provided on iLearn.
- Throughout this course students are expected to search and read all materials in the *weekly readings* and additional reading material provided.
- In addition, students are strongly recommended to look at the following publications to enhance your knowledge.

Recommended books

Besanko, D., Dranove, D., S. Schaefer, and M. Shanley, 2013. *Economics of Strategy*, 6th edition, New York: John Wiley & Sons, Inc. (or recent editions)

Johnson, G., K. Scholes and R. Whitting, 2010. *Exploring Corporate Strategy*, 8th edition, London: Prentice Hall. (or recent editions)

Recommended journals and periodicals

Economist, The: <http://www.economist.com>

Far Eastern Economic Review: <http://www.feer.com/>

Harvard Business Review: <http://www.hbr.com>

Journal of International Business Studies: <http://www.jibs.net/>

Management International Review: <http://www.uni-hohenheim.de/~mir/>

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>

Teaching and Learning Strategy

- The 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 a 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 discussion questions 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 class discussions, presentations and assignments.

Changes since the Last Offering of this Unit

- assessment tasks
- reading material

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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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 - 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

- 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 analyze strategic issues in international business
- Develop capabilities to make effective recommendations for successful strategy implementation
- Collaborate with a team to develop solutions for an international business case

Assessment tasks

- Group presentation
- Individual Assignment (A)
- Individual Assignment (B)

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

- 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 analyze strategic issues in international business
- Develop capabilities to make effective recommendations for successful strategy implementation
- Collaborate with a team to develop solutions for an international business case

Assessment tasks

- Group presentation
- Individual Assignment (A)
- Individual Assignment (B)

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

- Develop capabilities to make effective recommendations for successful strategy implementation
- Collaborate with a team to develop solutions for an international business case

Assessment tasks

- Group presentation
- Individual Assignment (A)
- Individual Assignment (B)