BUS 804

International Business Strategy

S2 Day 2019

Department of Management

Contents

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General Information

Unit convenor and teaching staff
Unit Convenor & Lecturer
Dr. Douglas Howe
douglas.howe@mq.edu.au
Contact via Email
Please view consultation hours via iLearn - https://ilearn.mq.edu.au/login/

Credit points
4

Prerequisites
(BUS651 or ECON649 or MKTG696) and 16cp at 800 level or above

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://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 analyse strategic issues in international business

Develop capabilities to make effective recommendations for successful strategy

implementation

Assessment Tasks

Name	Weighting	Hurdle	Due
Report-Case Study	50%	No	Week 8
Essay-Literature Review	50%	No	Week 13

Report-Case Study

Due: **Week 8**
Weighting: **50%**

Report-Case Study Assessment Summary Task Description
The assignment requires students to conduct original research, which involves the collection and analysis of information from a range of sources, including academic journals, business magazines, newspapers and other media outlets.

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. At least 20 different references from the specified range of sources are required.**

Type of Collaboration Individual **Submission** Please Submit Via Turnitin Link on iLearn **Format** Please refer to the iLearn Unit page **Length** 2,000 words (excluding reference list) **Inherent Task Requirements** None **Late Submission**
Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:
- Critically apply relevant theories, concepts and techniques to analyse strategic issues in international business
- Develop capabilities to make effective recommendations for successful strategy implementation

Essay-Literature Review

Due: **Week 13**
Weighting: **50%**

Essay-Literature Review Assessment Summary Task Description The assignment requires students to conduct original research, which involves the search, review and critique of the relevant articles from a range of academic journals. To provide a rigorous review and critique, you are expected to read widely and incorporate at least 20 different references from academic articles. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on iLearn **Format** Please refer to the iLearn Unit page **Length** 3,000 words (excluding reference list) **Inherent Task Requirements** None **Late Submission**
Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

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

Required Text	• 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
Unit Web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students will need to be familiar with a web browser to access the unit web page.
Delivery Format and Other Details	• This is an online unit. Students can access all teaching material through iLearn. • Videos for weekly lectures and readings will be uploaded to iLearn as well as Assignment Submission Guide documents.
Recommended Readings	**Recommended books:** • Besanko, D., Dranove, D., S. Schaefer, and M. Shanley, 2016. Economics of Strategy, 7th edition, New York: John Wiley & Sons, Inc. (or earlier editions) • Peng, M., 2017. Global Strategy, 4th edition, Cengage Learning. **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/

Unit Schedule

Topic	Key readings
1. Competitive advantage	· Porter, M. E., 2008. 'The five competitive forces that shape strategy', Harvard Business Review, January: 78-93. · Barney, J. B., 1995. 'Looking inside for competitive advantage', Academy of Management Executive, 9 (4): 49-61. · Chapters 2 & 3 - Peng, M. (2014) Global Strategy 3e, South-Western Cengage Learning.
2. The focal firm – MNEs, SMEs & INV/BGs	· Chapter 2 & 11 - Rugman, A & Collinson, S (2012) *International Business* 6th edition, Pearson Education UK · Chapter 1 - Dunning, J. H., & Lundan, S., (2008) *Multinational enterprises and the global economy*, Cheltenham, UK: Edward Elgar
3. Understanding global markets – global market opportunity assessment	· Chapter 13 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2016) *International business: the new realities*, 4th Edition, Upper saddle River, N.J.: Pearson Prentice Hall · Brewer, P. (2007) Psychic distance and Australian export market selection, *Australian Journal of Management*, 32 (1): 73-94 · Liesch, P.W., Welch, L. S.,& Buckley, P.J. (2011) Risk and Uncertainty in Internationalisation and International Entrepreneurship Studies, *Management International Review*, 50 (6): 851-873
4. Organisational participants in the internationalisation process	· Chapter 3 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2016) *International business: the new realities*, 4th Edition, Upper saddle River, N.J.: Pearson Prentice Hall
5. Firm boundary: export vs. FDI	· Chapter 3 – Besanko et al. (2017). Economics of Strategy 7th edition, Wiley.
6. Firm boundary: tapered integration and relational contracts	· Chapter 4 – Besanko et al. (2017). Economics of Strategy 7th edition, Wiley. · Chapter 15 – Hill C. (2014). International Business, 10th edition, McGraw-Hill

7. IT and IB strategy	· Weigelt, C. (2013). 'Leveraging supplier capabilities: the role of locus of capability deployment', Strategic Management Journal, 34: 1-21. · Kotabe, M., Mol, M. J., & Murray, J. Y. (2008). 'Outsourcing, performance, and the role of e-commerce: A dynamic perspective', Industrial Marketing Management, 37: 37-45. · Teo, T. S. H. & Yu, Y. (2005). 'Online buying behaviour: A transaction cost economics perspective', Omega, 33: 451-465.
8. Alternative routes to internationalization	· Lessard, D., Lucea, R., & Vives, L., 2012. 'Building your company's capabilities through global expansion', MIT Sloan Management Review, Winter: 1-7. · Sammartino, A. & Van Ruth, F, 2007. 'The Westfield group', in Dick. H. and Merret, D. (eds.), The internationalization strategies of small-country firms: the Australian experience of globalization, Edward Elgar, Cheltenham, UK: 308 - 318.
9. MNE strategy, structure, and subsidiary roles	· Matusitz, J. 2011. 'Disney's successful adaptation in Hong Kong: A glocalization perspective', Asia Pacific Journal of Management, 28: 667-681. · Chapter 13 – Hill C. (2014). International Business, 10th edition, McGraw-Hill · Chapter 14 – Hill C. (2014). International Business, 10th edition, McGraw-Hill
10. Global sourcing and operations management	· Chapter 17 - Griffin, R.W. & Pustay, M.W, (2015) International Business, 8th edition, Pearson Education UK · Chapter 17 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2016) *International business: the new realities*, 4th Edition, Upper saddle River, N.J.: Pearson Prentice Hall
11. Emerging markets and The 'new' global players - emerging market MNEs	· Chapter 10 - Cavusgil, S. Tamer, Knight, G., & Riesenberger, J. R., (2016) *International business: the new realities*, 4th Edition, Upper saddle River, N.J.: Pearson Prentice Hall · Cuervo-Cazurra A (2007) Sequence of value-added activities in the multinationalization of developing country firms. *Journal of International Management* 13(3): 258-277. · Luo Y & Tung R (2007) International expansion of emerging market enterprises: A springboard perspective. *Journal of International Business Studies* 38(4): 481-498. · Mathews J (2006) Dragon multinationals: New players in 21st century globalization. *Asia-Pacific Journal of Management* 23(1): 5-27
12. Global services and service firm international strategies	· Chapter 17 – Fletcher, R (2013) *International Marketing: An Asian Pacific Perspective*, 6th edition, Pearson Education
13 Revision and review	· No readings

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.m q.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-centr al). 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 (htt ps://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 s://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/p olicy-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 published on platform other than eStudent, (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@mq.edu.au

Student Support

Macquarie University provides a range of support services for students. For details, visit http://stu dents.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

If you are a Global MBA student contact globalmba.support@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 analyse strategic issues in international business
- Develop capabilities to make effective recommendations for successful strategy implementation

Assessment tasks

- Report-Case Study
- Essay-Literature Review

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

Assessment tasks

- Report-Case Study
- Essay-Literature Review

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 apply relevant theories, concepts and techniques to analyse strategic issues in international business
- Develop capabilities to make effective recommendations for successful strategy implementation

Assessment tasks

- Report-Case Study
- Essay-Literature Review

Changes from Previous Offering

Readings updated; New assignments

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

- Australian Bureau of Statistics: http://www.abs.gov.au/
- Department of Foreign Affairs and Trade: http://www.dfat.gov.au/
- World Trade Organisation: http://www.wto.org/
- International Monetary Fund: http://www.imf.org/
- The World Bank: http://www.worldbank.org/
- UNCTAD-United Nationals Conference on Trade and Development:http://www.unctad.org

- International Trade Centre: http://www.intracen.org/
- Australian Financial Review: http://www.afr.com.au
- International business news:
  - orthodox views:
    - The Economist - http://www.economist.com(some parts available only on subscription)
  - alternative views:
    - Green Left Weekly - http://www.greenleft.org.au
    - New Internationalist - http://www.newint.org