

**MISSION:** Our mission is to advance responsible and impactful business knowledge. To achieve our mission, we develop life ready graduates and build global and local partnerships through ethical and innovative practices.

## OVERVIEW

### Course Description

Multinational firms leverage their capabilities and competencies to create competitive advantage in international and global markets. This course analyses how, and also studies equity and non-equity strategic alliances as forms of global competition. A key purpose is to understand how managers design and implement international business strategies. Topics include assessing foreign market attractiveness; understanding how culture and political, legal and economic systems pose risks to the operation of foreign firms; building and operating global networks; and formation and operation of collaborative alliances. Informed by an integrated knowledge of international business, political and cultural interaction, students develop the valued attributes of inquiry, team processes and communication.

### Sustainable Development Goals



### Contact Hours

#### Integrated Learning Session

Face to Face On Campus

2 hour(s) per Week for Full Term

Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.

### Unit Weighting Requisites

10

If you have successfully completed IBUS2000, you cannot enrol in this course.

### Workload

Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

**Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.**

### Student Consultation

A minimum of 1 hour of consultation per week. Please see course CANVAS site for details of time and location.

### Course Learning Outcomes

**On successful completion of this course, students will be able to:**

1. Identify the key business, political and social issues raised by international business cases;
2. Think critically about underlying theories, concepts, assumptions and arguments in international business strategic management;
3. Demonstrate strategic thinking and conduct strategic analysis of business opportunities in an international context;
4. Comprehend how national and international economic, political, legal and commercial organisations and institutions impact upon multinational enterprises and strategic alliances;
5. Work independently and collaboratively to analyse international business strategies, reflect upon, and communicate the outcomes of each project stage;
6. Engage in inquiry processes to understand the integration of planning and implementation of international business strategies;

# COURSE OUTLINE

- and
- Develop the essential international perspectives, which inform professional standards and ethical practice in global business environments.

## ASSESSMENT DETAILS

This course has **3** assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Individual Case Study Analysis	Sunday, Week 8 by 11:59 pm	Individual	30%	1,2,3
2	Group Research Project	<b>Presentations:</b> during scheduled class time. Further details will be made available on the course CANVAS site. <b>Report:</b> Sunday Week 12 by 11:59 pm	Group	30%	5,6
3	Final Examination	Formal Examination period	Individual	40%	4,7

**Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.**

**Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.**

<b>Late Submissions</b>	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. <b>Note:</b> this applies equally to week and weekend days.
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### Assessment 1 – Individual Case Study Analysis

<b>Assessment Type</b>	Case Study / Problem Based Learning
<b>Purpose</b>	Provide students with an opportunity to apply key concepts in IB strategy in the context of a real (and relevant) business situation. This will ascertain if they have developed problem-solving/research skills in the context of international business strategy.
<b>Description</b>	This individual assignment is intended to give you an opportunity to apply some key concepts from this course in the context of a "real" business situation. Students are required to analyse the case critically and address the discussion questions. Further guidelines for this assessment are available in the CANVAS site.
<b>Weighting</b>	30%
<b>Length</b>	1,500 words
<b>Due Date</b>	Sunday – Week 8 by 11:59 pm
<b>Submission Method</b>	Online – via Turnitin
<b>Assessment Criteria</b>	Four (4) criteria will be used: <ul style="list-style-type: none"> <li>Knowledge/comprehension of key theoretical concepts used to analyse this case;</li> <li>Critical analysis of case material in the context of the case analysis task;</li> <li>Communication of case analysis is presented in a logical and well organised manner as per the case analysis task;</li> <li>Writing General language, grammar and referencing</li> </ul>
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online

## Assessment 2 - Group Research Project

<b>Assessment Type</b>	Project
<b>Purpose</b>	The purpose of this assessment is for student groups to demonstrate specialised knowledge of theory, models and concepts relating to the international business environment.
<b>Description</b>	In this assessment, students in groups are required to prepare a comprehensive International Business Development plan for a firm. Students are expected to structure the analysis of relevant data in line with the broad analytical frameworks outlined in the course. A student's ability to critically analyse and consistently interpret and/or explain relevant data at the country, industry and firm levels is a primary concern of the assessment. Communication skills and teamwork of students are also assessed through their oral presentation of their research report. Further guidelines for this assessment are available in the CANVAS site.
<b>Weighting</b>	30%
<b>Length</b>	2,500 word report + 15 minute presentation
<b>Due Date</b>	<b>Presentations:</b> Weeks 10 and 11. Further details will be made available on the course CANVAS site. <b>Reports:</b> Sunday, Week 12 by 11:59 pm
<b>Submission Method</b>	<b>Presentations:</b> during scheduled class time/online <b>Report:</b> Online – via Turnitin
<b>Assessment Criteria</b>	Four (4) criteria will be used to assess the Written Report component of the Assessment: <ul style="list-style-type: none"> <li>• Critical analysis of data in the context of the assessment task - i.e. International Business Strategy Development Plan</li> <li>• Level of research adequate to make well-informed decisions and recommendations</li> <li>• Communication of report is presented in a logical and well organised manner as per the assessment task</li> <li>• Writing General language, grammar and referencing</li> </ul> <p>Four (4) criteria will be used to assess the Presentation component of the Assessment:</p> <ul style="list-style-type: none"> <li>• Content - Knowledge of material and appropriate data</li> <li>• Delivery - audience is engaged and material is presented through appropriate media and learning tools</li> <li>• Teamwork - presented effectively as a group</li> <li>• Overall structure.</li> </ul> <p>Note: The group mark is an overall mark. However, the group mark is to be peer moderated, which means individual group members may receive different marks.</p>
<b>Return Method</b>	Online
<b>Feedback Provided</b>	In Class/online - Feedback for presentations will be provided during scheduled class time. Feedback for reports will be provided online.

## Assessment 3 - Final Examination

<b>Assessment Type</b>	Formal Examination
<b>Purpose</b>	The final examination tests students' knowledge of International Business Strategy.
<b>Description</b>	Students will undertake a formal two hour written examination comprised of essay questions covering course materials. This course has a <b>RESTRICTED OPEN BOOK</b> examination. A memory aid is permitted. The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination. Note: memory aids must be left on the examination table and cannot be removed from the examination venue.
<b>Weighting</b>	40%
<b>Length</b>	120 minutes
<b>Due Date</b>	Formal Exam Period
<b>Submission Method</b>	Formal Examination
<b>Assessment Criteria</b>	<ul style="list-style-type: none"> <li>• Depth and breadth of critical discussion of course topics relevant to the essay questions.</li> <li>• Appropriate use of examples of cases to illustrate answers to the essay questions.</li> <li>• Application of theory covered in course topics to explain international business issues.</li> <li>• Writing General - language and grammar</li> </ul>

<b>Return Method</b>	Not Returned
<b>Feedback Provided</b>	No Feedback. Examination scripts will not be returned to students. Final examination scripts will be made available for review by students, upon request, in a controlled and monitored setting. Students are required to make requests, directly to the relevant course coordinator. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period <b>cannot</b> be considered.

# SYLLABUS

## Course Content

### Topics in the course include but are not limited to the following:

1. Globalisation, International Trade and International Business Strategy.
2. International Location Decisions: government policies towards multinational enterprises (MNEs), differences in political economy, ethics, culture and risk-assessment.
3. Competitive Advantage: resource and capability-based models of building competencies in international business.
4. Forms of International Market Involvement: market entry, intermediate arrangements and wholly owned market entry strategies.
5. Strategic Alliances and Networks: motivations, cooperation, learning and conflict within alliances.
6. Competitive Dynamics: Competition, cooperation and industry attractiveness
7. Implementing International Business Strategies: organisational structure and control in MNEs, HQ and subsidiary relationships, international management functions and knowledge management in MNEs.

## Course Materials

### Required Text:

Peng, M. (2022) Global Business 5<sup>th</sup> Edition, USA: Cengage Learning.

**ISBN:** 9780357716496

# SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction and Course Overview		Course outline, assessment guidelines
2	Globalisation and International Business Strategy	Textbook Chapters 1 & 8	
3	Leveraging Resources and Capabilities	Textbook Chapter 4	
4	The Importance of Institutions in International Business	Textbook Chapters 2 & 3	
5	Foreign Market Entry	Textbook Chapters 6 & 10	
6	Global Competitive Dynamics	Textbook Chapter 11	
7	Organisation of MNEs: Structure, Control and Knowledge Management	Textbook Chapter 13	
8	Management Functions in MNEs: Marketing, Supply Chain and IHRM in MNEs	Textbook Chapters 14 & 15	<b>Assessment 1 due:</b> Sunday – Week 8 by 11:59 pm
9	Strategic Analysis for An International Business Development Plan	Group Research Project Guidelines	
10	Global Corporate Social Responsibility	Textbook Chapter 17	Group presentations
11	Strategic Alliances and Networks	Textbook Chapter 12	Group presentations
12	Governing Global Corporations	Textbook Chapter 16	<b>Assessment 2 due:</b> Sunday – Week 12 by 11:59 pm
13	Course Review		

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

# CONTACTS

## School Offices

### Newcastle Business School – Callaghan, Newcastle City & Online

NU Space  
409 Hunter Street  
Newcastle  
[nbs.enquiries@newcastle.edu.au](mailto:nbs.enquiries@newcastle.edu.au)  
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### Newcastle Business School - Ourimbah

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+61 2 4349 4453

### Newcastle Business School - Sydney

55 Elizabeth Street  
Sydney  
[nbs-sydney@newcastle.edu.au](mailto:nbs-sydney@newcastle.edu.au)  
+61 2 82626432

### PSB Academy Enquiries

Log your question or request to the PSB Program Executives at the following website:  
<http://www.psb-academy.edu.sg/enq>  
+65 6390 9000

### Newcastle Australia Institute of Higher Education Pte Ltd

100 Victoria Street #13-01/02  
National Library Building  
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[Singapore-StudentCentral@newcastle.edu.au](mailto:Singapore-StudentCentral@newcastle.edu.au)  
+65 6221 3306

# ADDITIONAL INFORMATION

## Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

\*Skills are those identified for the purposes of assessment task(s).

<b>Communication Methods</b>	<p>Communication methods used in this course include:</p> <ul style="list-style-type: none"> <li>- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.</li> <li>- Email: Students will receive communications via their student email account.</li> <li>- Face to Face: Communication will be provided via face to face meetings or supervision.</li> </ul>
<b>Course Evaluation</b>	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
<b>Oral Interviews</b>	As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the <u>Oral Examination Guidelines</u> . In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the <u>Student Conduct Rule</u> .
<b>Academic Misconduct</b>	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <a href="https://policies.newcastle.edu.au/document/view-current.php?id=35">https://policies.newcastle.edu.au/document/view-current.php?id=35</a> .
<b>Adverse Circumstances</b>	<p>The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:</p> <ol style="list-style-type: none"> <li>1. the assessment item is a major assessment item; or</li> <li>2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;</li> <li>3. you are requesting a change of placement; or</li> <li>4. the course has a compulsory attendance requirement.</li> </ol> <p>Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at:  <a href="https://policies.newcastle.edu.au/document/view-current.php?id=236">https://policies.newcastle.edu.au/document/view-current.php?id=236</a></p>
<b>Important Policy Information</b>	The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

*This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.*

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