



MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

Course Description Business organisations increasingly leverage their capabilities and competencies to compete in the international and global arena. In this course, students are to develop an integrated understanding of firm and industry dynamics in the global economy and in the Asia-Pacific region. Students will critically analyse how international and domestic organisations make strategy in the face of technological, organisational and industrial changes. In particular, students will advance their knowledge of competitive strategy in both developed and emerging economy multi-national enterprises (MNEs). Students will also gain knowledge of exciting and topical issues in strategic management.

Sustainable Development goals



Contact Hours

Workshop:

Face to face on campus for two (2) hours per week for 12 weeks starting week 1.

Self-Directed Learning:

Six (6) hours of online content per term provided for self-directed learning.

**Unit Weighting
Requisites**

10 units

To enrol in this course student must be active in the Master of Business Administration (Global) program (40160).

Pre-requisites

Successful completion of 50 units of GMBA courses (GMBA6001 and 40 units of other GMBA courses)

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 one (1) hour of student 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. Interpret and transmit knowledge about competitive dynamics of global industry and various theoretical frameworks available for strategic analysis;
2. Critically analyse challenges and opportunities for firm strategy in various industrial, national, and organisational settings;
3. Apply strategic thinking to specific cultural, political and competitive issues facing contemporary businesses and non-profit organisations in a global market environment; and
4. Integrate the tasks of strategy planning independently and collaboratively and communicate the outcomes orally and in writing.

COURSE OUTLINE

ASSESSMENTS

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	Group Case Study Presentation	In class, Weeks 3-9	Group	30%	1, 4
2	Group Project Report	Report: Sunday of week 9 by 11:59 pm Presentation: In class Week 11	Group	30%	2, 3, 4
3	Individual Research Paper	Written Report: Monday of week 13 by 11:59 pm	Individual	40%	2, 4

Please note: students are advised that ALL assessments must be submitted in English. Assessments 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.

Time referenced is time is Newcastle NSW

Late Submissions	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. Note: this applies equally to week and weekend days.
-------------------------	--

Assessment 1 – Group Case Study Presentation

Assessment Type	Presentation
Purpose	The purpose of this assessment is for students to work collaboratively to produce a critical introduction to an assigned case in international business strategy.
Description	Student groups will be formed by Week 2. The course coordinators will assign each group a case on a specific topic in international business strategy from Week 3 to Week 9. The group should critically present the case and address discussion questions in the presentation. They should then lead and facilitate a class discussion in relation to the topic.
Weighting	30%
Length	Approximately 25 to 30 minutes
Due Date	Weekly from week 3-9, depending on the Groups scheduled for presentation
Submission Method	In class
Assessment Criteria	Groups will be rated on their presentation materials, style, ability to lead the class discussion and answer questions from other class members, and effectiveness of their own solution to the question(s). Four criteria will be used to assess the Presentation component of the Assessment: <ol style="list-style-type: none"> 1. Presentation materials – quality of PowerPoint slides 2. Content - Knowledge of material and appropriate data 3. Delivery -material is presented through appropriate media and learning tools, and the audience is engaged by well-designed questions and discussion. 4. Teamwork - presented effectively as a group, each group member to present 5. Overall structure
Return Method	In class
Feedback Provided	In class

Assessment 2 – Group Project Report

Assessment Type	Written Report and Presentation
Purpose	The purpose of this assessment is to enable students to gain a deeper understanding and applicability of the learned concepts, theories, and models in critical analyses and discussion of the competitive and global strategies of multinational enterprises (MNEs).
Description	Working collaboratively as part of a group, students are required to prepare a project report and presentation on how multinational enterprises (MNEs) develop and leverage their capabilities and competencies to design and implement international business

Weighting	strategies for creating competitive advantages and sustainable growth in global markets.
Length	10% presentation and 20% project report
Due Date	Presentation: Approximately 10 to 15 minutes Written report: 2500 words (excl. references)
Submission Method	Presentation: Week 11 in class Written report: Sunday of week 9 - by 11:59 pm
Assessment Criteria	Presentation: Week 11 – In Class Written report: Online via Turnitin Four (4) criteria will be used to assess the Presentation component of the Assessment: <ul style="list-style-type: none"> • Presentation materials – quality of PowerPoint slides • Content - Knowledge of material and appropriate data • Delivery -audience is engaged and material is presented through appropriate media and learning tools • Teamwork - presented effectively as a group, each group member to present • Overall structure Four (4) criteria will be used to assess the Written Report component of the Assessment: <ul style="list-style-type: none"> • Critical Analysis of data in the context of the assessment task • Level of Research adequate to make well-informed decisions and recommendations • Communication of report is presented in a logical and well organised manner as per the assessment task • Writing General - language and grammar and referencing
Return Method	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. Presentation: In Class Written report: Online
Feedback Provided	Presentation: In Class Written report: Online

Assessment 3 - Individual Research Paper

Assessment Type	Written Report
Purpose	The purpose of this assignment is for students to gain a deeper understanding of the nature, impact and implications for companies which are facing global economy pressures in the industry using the theories, principles, and analytical methodologies in the international strategic management.
Description	Choose a business story from the current business press (e.g. Financial Times, Wall Street Journal, Financial Review) that involves a firm or an industry responding to major global economy pressures. Provide a comprehensive review of the issues involved in the story, and then analyse the strategic significance of the story to the firm and the industry in a global setting based on the conceptual perspectives introduced in the course. Formulate recommendations for the organisation to move forward.
Weighting	40%
Length	3000 words (excl. references)
Due Date	Monday of week 13 by 11:59 pm
Submission Method	Online
Assessment Criteria	Overarching criteria for evaluation: <ol style="list-style-type: none"> 1. Conceptual clarity 2. Logic and critical argumentation 3. Structure Detailed marking criteria to be provided on CANVAS as required.
Return Method	Online
Feedback Provided	Online

SYLLABUS

Course Content

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

- Strategising in global, regional and industrial contexts.
- National competitive advantages, particularly as applied to the case of Asia-Pacific countries.
- Industrial dynamics: technologies, firms, industries and networks.
- Firm capabilities for building competencies in international business
- Institutional environments and international strategy.
- International competitive strategy and the rise of emerging economy multinationals.
- Implementing international strategy: foreign market entry, strategic alliances, and organisational structure of MNEs.
- Contemporary topics in strategy.

Course Materials

There is no prescribed text for this course. A list of prescribed readings and papers for each module will be uploaded to the course CANVAS site.

SCHEDULE

Week	Topic	Class Preparation	Learning Activities
1	Introduction to competitive dynamics and global strategy		Introduction to course materials Introduction to assessments 1, 2 and 3
2	Firm capabilities for building competencies in international business		Submit Group case study presentation member names as well as the selected case study. Submit Group Project member names. Discuss the requirements for Group Project Written Report. Discuss the Individual Research Paper
3	Industrial dynamics: technologies, firms, industries and networks	Case Study / Journal Article	Assessment 1 due: Case Study Presentation – in class
4	National competitive advantages, particularly in the case of Asia-Pacific countries	Case Study / Journal Article	Assessment 1 due: Case Study Presentation – in class
5	Institutional environments and international strategy	Case Study / Journal Article	Assessment 1 due: Case Study Presentation – in class Hand in at class a one-page written outline of proposed Group Project.
6	International competitive strategy and the rise of emerging economy multinationals	Case Study / Journal Article	Assessment 1 due: Case Study Presentation – in class
7	Contemporary topics in strategy	Case Study / Journal Article	Assessment 1 due: Case Study Presentation – in class Hand in at class a one-page outline of proposed Individual Research Paper.
8	Implementing international strategy: Part 1	Case Study / Journal Article	Assessment 1 due: Case Study Presentation – in class
9	Implementing international strategy: Part 2	Case Study / Journal Article	Assessment 1 due: Case Study Presentation – in class Assessment 2 due: Group Report – Sunday of week 9 by 11:59 pm Discuss Group Project writing and presentation tips
10	Contemporary topics in strategy		Submit online Group Project Written Report.
11	Group presentation		Assessment 2 due: Group Project Presentations – in class
12	Global Contemporary Issues		Q&A's
13	Course Review		Assessment 3 due: Individual Research Paper due – Monday of week 13 by 11:59 pm

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 Office

Newcastle Business School – Callaghan, Newcastle City & Online

NU Space
409 Hunter Street
Newcastle
nbs.enquiries@newcastle.edu.au
+61 2 4921 5511

Newcastle Business School - Ourimbah

BO1.13, Business Offices
Ourimbah
cccbusiness-school@newcastle.edu.au
+61 2 4349 4453

Newcastle Business School - Sydney

55 Elizabeth Street
Sydney
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/eng>
+65 6390 9000

Newcastle Australia Institute of Higher Education Pte Ltd

100 Victoria Street #13-01/02
National Library Building
Singapore
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).

Communication Methods	Communication methods used in this course include: <ul style="list-style-type: none"> - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	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.
Oral Interviews (Vivas)	As part of the evaluation process of any assessment item in this course an oral examination (viva) 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 Oral Examination (viva) Procedure . 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 Student Conduct Rule .
Academic Misconduct	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 https://policies.newcastle.edu.au/document/view-current.php?id=35 .
Adverse Circumstances	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: <ol style="list-style-type: none"> 1. the assessment item is a major assessment item; or 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; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236
Important Policy Information	The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures that support a safe and respectful environment at the University.

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.

© 2024 The University of Newcastle, Australia