



*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

This course focuses on the management of international business organisations, comprising both equity (wholly-owned and JV) and non-equity business organisations (strategic alliances). The course is organised around theories and approaches to international management. Major topics include the organisation and management of multinational corporations (MNCs) as the leading type of international business organisation; MNC headquarter-subsiary relationships; the organisation and management of business networks; MNCs as learning organisations; and critical perspectives on international businesses. Functional areas of management are examined in their international contexts, including international human resources management; international operations and supply chain management and international marketing.

### Sustainable Development Goals



### Contact Hours

#### Lecture:

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.

10 units

### Unit Weighting Requisites

This course replaces GSBS6482. If you have successfully completed GSBS6482 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 one (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. Think critically about underlying theories, concepts, assumptions and arguments relating to the multinational form of organisation;
2. Comprehend how the management of cross-border operations impact upon the management functions of human resource management, marketing, operations and supply chain management;
3. Work independently and collaboratively to analyse strategies to manage multiple cross-border operations;
4. Engage in inquiry processes to understand the management and organisational challenges of coordinating cross-border operations; and
5. Develop the essential international perspectives, which inform professional management standards and ethical practice in international management.

# 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	Individual Case Study Analysis	Sunday, Week 5 by 11:59 pm	Individual	30%	1, 2, 3, 4
2	Group Research Project (Written Report and Oral Presentations)	<b>Report:</b> Sunday, Week 11 by 11:59 pm <b>Presentation:</b> Weeks 10 and 11 in class	Group	30%	1, 2, 3, 4
3	Final Examination	Formal Exam Period	Individual	40%	1, 2, 3, 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 in Newcastle NSW

<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>	The purpose of this assignment is to assess students' capacity to draw on theory and reputable data to critically discuss the effective management of a multinational corporation.
<b>Description</b>	Apply critical thinking and problem solving in assessing theory and business data of firm management and performance. Effectively communicate in writing a compelling case analysis supported by the relevant data and literature. Please see course CANVAS site for further details.
<b>Weighting</b>	30%
<b>Length</b>	1500 words (+/- 10%)
<b>Due Date</b>	Sunday of Week 5 by 11:59 pm
<b>Submission Method</b>	Online – via Turnitin
<b>Assessment Criteria</b>	The following assessment criteria will be used: <ul style="list-style-type: none"> <li>– Knowledge and comprehension of case</li> <li>– Critical analysis and identification of what management might need to do to secure the long-term success of the firm.</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 (Written Report & Oral Presentations)

<b>Assessment Type</b>	Project
<b>Purpose</b>	The purpose of this assignment is to assess students' capacity to draw on a given theoretical framework and reputable data to critically discuss the management of a multinational corporation.
<b>Description</b>	<b>Report (20%):</b> Students work in a team to design, research, and communicate an Advisory Report. Students develop a comprehensive written report advising management of a MNC on firm performance across six dimensions and provide robust recommendations on what (if anything) management could do to improve firm efficiency and effectiveness. Demonstrating specialised knowledge of theory, models and concepts, students interpret and apply empirical data on firm performance to support their theory-based recommendations.

<b>Weighting</b>	<b>Presentation (10%):</b> The group oral presentation conveys logic, teamwork, engagement, and through appropriate media learning tools (e.g. PowerPoint). Students provide an oral summary of their group project written report including discussion of their theoretical framework, the data sources draws upon, and their findings on firm performance. Engaging in advanced oral presentation and written communication skills, students demonstrate comprehensive understanding of their topic, data interpretation, and forecasting for international business performance.
<b>Length</b>	30%
<b>Due Date</b>	<b>Report:</b> 2500 words maximum; <b>Presentation:</b> 10 minutes
<b>Submission Method</b>	<b>Report:</b> Sunday, Week 11 by 11:59 pm <b>Presentation:</b> Weeks 10 and 11 in Class
<b>Assessment Criteria</b>	<b>Report:</b> Online –via Turnitin <b>Presentation:</b> Weeks 10 and 11 in Class The following assessment criteria will be used for the <b>report</b> : <ul style="list-style-type: none"> <li>– Comparative analysis of data in the context of the assessment.</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> The following assessment criteria will be used for the <b>presentation</b> : <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 - logical, coherent, formal introduction and conclusion.</li> </ul> <b>Please note:</b> Self and Peer Assessment: A single mark is given for the group assignment. This mark will then be moderated by "self and peer assessment" using the SPARKPlus software so that individual group members may receive different marks. Any moderated individual mark received by each group member is based on contribution to the assignment and, more importantly the ability to work with others. Individually group members are required to submit a self and peer assessment through SPARK within 24 hours of the due date. Failure to complete SPARK will result in a mark of zero. The criteria for the self and peer assessment are found along with the instructions on how to use SPARK on CANVAS. Please note: <b>NO SPARK NO MARK.</b>
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online

### Assessment 3 - Final Examination

<b>Assessment Type</b>	Formal Examination
<b>Purpose</b>	The purpose of this assignment is to conduct a summative assessment of the depth and breadth of student learning from this course and how well students are able to apply their learning to international business management
<b>Description</b>	Students will undertake a formal two hour written examination comprised of essay questions covering all 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 Examination Period
<b>Submission Method</b>	Formal Exam
<b>Assessment Criteria</b>	The following assessment criteria will be used: <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 and readings covered in the course to illustrate answers to the essay questions.</li> <li>– Application of theory covered in course topics to explain international business</li> </ul>

<b>Return Method</b> <b>Feedback Provided</b>	issues. Not Returned 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.
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## SYLLABUS

### Course Content

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

- Theories of management of international business organisations, especially MNCs.
- Headquarter subsidiary relationships and subsidiary roles.
- Organisation and management of networks of business organisations.
- Knowledge management, learning and innovation in multinational business organisations.
- International marketing.
- International human resource management.
- International operations and supply chain management.
- Critical perspectives on the MNC and Stakeholder Analysis of MNC activity.

### Course Materials

#### Required Text:

Buckley, P. J., Enderwick, P & Cross, AR (2022), International Business, 2nd ed., Oxford University Press

**ISBN:** 9780199602094

Please refer to the course CANVAS site for details of additional recommended texts.

# SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction to Global Business Management	Buckley Ch. 1, 3 & 17	Amazon case study (Buckley Ch 1)
2	Organisational Structure and Design	Buckley Ch. 18 and Kelly Ch 9	Ford case study
3	Managing Change in International Organisations	Kelly Ch. 5	Philippine Long Distance Telephone Company
4	Human Resource Management	Buckley Ch. 15 and Kelly Ch 7	An American in Vietnam
5	Global Business Processes	Kelly Ch. 10	Dell Case Study  <b>Assessment 1 due:</b> Sunday, Week 5 by 11:59 pm
6	Managing Information Resources	Kelly Ch. 11	Case Study Duckworth Group
7	Managing Knowledge Resources: Innovation Management	Buckley Ch. 13 and Kelly Ch. 12	Case study Unilever
8	Global Business Enterprise Systems	Kelly Ch. 13	Case study Omega ERP
9	International Operations Management	Buckley Ch. 12 and Kelly Ch. 15	Case study Levis
10	International Marketing, and Group Presentations	Buckley Ch. 11 and Kelly Ch. 16	Case study Virgin  Group presentation
11	Global Financial Management, and Group Presentations	Buckley Ch. 14 and Kelly Ch. 17	Group presentation  <b>Assessment 2 due:</b> Sunday, Week 11 by 11:59 pm
12	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 Office

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**PSB Academy Enquiries**

Log your question or request to the PSB Program Executives at the following website:  
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# 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>	Communication methods used in this course include: <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 (Vivas)</b>	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 <a href="#">Oral Examination (viva) Procedure</a> . 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 <a href="#">Student Conduct Rule</a> .
<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>	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"> <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> 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>
<b>Important Policy Information</b>	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 <a href="https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures">https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures</a> 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.*

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