



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 analyses how multinational enterprises (MNEs) develop and leverage their capabilities and competencies to create competitive advantages in international markets. A key purpose of this course is to understand how managers design and implement international business strategies. The motivations for international expansion are examined with a particular emphasis on the need to understand the unique characteristics of emerging and transition economies. A range of internationalisation theories and frameworks are used to analyse strategy formulation; decisions regarding the foreign direct investment; selections of foreign investment locations; forms of international involvement and modes of market entry; and the concept of 'liability of foreignness'. Topics include assessing firm capabilities, institutional differences, industry attractiveness, and international competitive dynamics.

Sustainable Development Goals



Contact Hours

Online:

Online workshops and discussion forums as per course requirement for the full trimester.

Unit Weighting

10 units

Assumed Knowledge

GSBS6003 Globalisation

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. Analyse the competitive environment facing the global corporations and identify country specific institutional factors for the development and implementation of international business strategy ;
2. Engage in critical analysis of the 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 institutional framework impact upon multinational strategies;
5. Work both independently and collaboratively to analyse international business strategies, reflect upon, and communicate the outcomes of a multi-stage project orally and in writing;
6. Engage in inquiry processes to understand the integration of planning and implementation of international business strategies; and

COURSE OUTLINE

7. Develop the essential international perspectives which inform professional standards and ethical practice in global business strategy design and implementation.

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 Strategic Analysis	Sunday of Week 7 by 11:59 pm	Individual	30%	1, 2, 5, 6
2	Group Consulting Project Written Report and Oral Presentation	Presentation: Weeks 9 & 10 Report: Sunday of Week 11 by 11:59 pm	Group	30%	1, 2, 3, 4, 5, 6, 7
3	Final Examination	Formal Examination Period	Individual	40%	1, 2, 3

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

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.
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Assessment 1 – Individual Case Study Strategic Analysis

Assessment Type	Written Assignment
Purpose	The purpose of this assessment is to give students an opportunity to apply some key concepts from this course in the context of a "real" business situation.
Description	Students are required to use their advanced knowledge of different views of international business strategy to analyse the case, and explain how the changing industry conditions, the resources and capabilities of the MNE, and the formal and informal institutional environment impact on the strategic behaviours and performance of the MNE.
Weighting	30%
Length	1500 words
Due Date	Sunday of week 7 by 11:59 pm
Submission Method	Online – via Turnitin
Assessment Criteria	Four (4) criteria will be used: <ol style="list-style-type: none"> 1. Knowledge/comprehension of key theoretical concepts used to analyse this case 2. Critical analysis of case material in the context of the case analysis task 3. Communication of case analysis is presented in a logical and well organised manner as per the case analysis task 4. Writing General – language, grammar and referencing
Return Method	Online
Feedback Provided	Online

Assessment 2 - Group Consulting Project Written Report and Oral Presentation

Assessment Type	Project
Purpose	The purpose of this assessment is for students to work in a team and demonstrate understanding of the course learning outcomes.
Description	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

<p>Weighting</p> <p>Length</p> <p>Due Date</p> <p>Submission Method</p> <p>Assessment Criteria</p>	<p>assessment. Communication skills of students are also assessed through their oral presentation of their research report.</p> <p>30%</p> <p>2500 words</p> <p>Presentation: weeks 9 & 10 – in class</p> <p>Report: Sunday of week 11 by 11:59 pm</p> <p>Online – via Turnitin</p> <p>Four (4) criteria will be used to assess the Written report component of the Assessment:</p> <ol style="list-style-type: none"> 1. Critical analysis of the data in the context of the assessment task – ie International Business Strategy Development Plan. 2. Level of research adequate to make well-informed decision and recommendations. 3. Communication of report is presented in a logical and well organised manner as per the assessment task. 4. Writing General – language, grammar and referencing <p>Four (4) criteria will be used to assess the Presentation component of the Assessment:</p> <ol style="list-style-type: none"> 1. Content – knowledge of material and appropriate data 2. Delivery – audience is engaged and material is presented through appropriate media and learning tools. 3. Teamwork – presented effectively as a group. 4. Overall structure. <p>Please note: 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: NO SPARK NO MARK.</p>
<p>Return Method</p> <p>Feedback Provided</p>	<p>In Class and online</p> <p>In Class and online</p>

Assessment 3 - Final Examination

<p>Assessment Type</p> <p>Purpose</p>	<p>Formal Examination</p> <p>The purpose of this assessment is for students to identify key business, political and social issues raised by international business strategy formulation and implementation. And to think critically about the theories and concepts in international business strategic management while demonstrating strategic thinking and analysis of business opportunities in an international context.</p>
<p>Description</p>	<p>Students will undertake a formal two hour written examination comprised of essay questions covering all course materials.</p> <p>This course has an OPEN BOOK examination. The exam will be completed ONLINE and will be invigilated. Any hardcopy materials, including a thesaurus, a dictionary, or a translation dictionary are permitted in the examination.</p> <p>No devices are permitted to be used in the examination, other than non-programmable calculators (if specifically advised on the examination paper) and the computer on which the student is completing the examination. Students are not permitted to use their computer for accessing any applications other than Zoom, CANVAS and an e-text/class notes. The examination invigilator can direct a student to share their screen at any time during the examination. If a student is found to be using other computer applications or devices, they will be reported for academic misconduct.</p>
<p>Weighting</p> <p>Length</p> <p>Due Date</p> <p>Submission Method</p> <p>Assessment Criteria</p>	<p>40%</p> <p>120 minutes</p> <p>Formal Examination Period</p> <p>Formal Exam</p> <p>The following four (4) criteria will be applied:</p> <ol style="list-style-type: none"> 1. Depth and breadth of critical discussion of course topics relevant to the essay questions. 2. Appropriate use of examples of cases covered in the course to illustrate answers

Return Method Feedback Provided	to essay questions. 3. Application of theory covered in course topics to explain international business issues. 4. Writing in general 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 cannot be considered.
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SYLLABUS

Course Content

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

1. Strategic management in an international context.
2. Competitive Advantage: resource-based and capability-based models of building competencies in international business.
3. Analysing industry attractiveness in an international context.
4. Forms of International Market Involvement: equity and non-equity forms of market entry
5. Strategic Alliances and Networks: strategic motivations, learning and conflict within alliances.
6. Competitive Dynamics: Competition and cooperation.
7. Implementing International Strategy: organisational structure in MNCs; the integration responsiveness framework and the reciprocal relationship between strategy and structure.
8. Strategising with social responsibility.

Course Materials

Required Text:

Peng, Mike W (2021), *Global Strategy*, 5th ed. USA: Cengage Learning.

ISBN: 9780357512364

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

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Course Introduction & Overview Globalisation and International Business Strategy Introduction to Business Strategy Globalisation Strategy in an international context	Read Chapter 1 selectively in conjunction with lecture slides	Case Study/Group Exercise
2	The Industry-Based View of Strategy & Generic Strategies Industry Attractiveness Competitor Analysis Generic Competitive Strategy	Read Chapter 2 selectively in conjunction with lecture slides	Case Study/Group Exercise
3	Global Strategy and The Resource-Based View of Strategy Identifying and Developing Core Competencies The VRIO framework Leveraging Capabilities in International Markets	Read Chapter 3 selectively in conjunction with lecture slides	Case Study/Group Exercise
4	Global Strategy and The Institutions-Based View of Strategy The Role of Institutions in IB Strategy Institutional Frameworks and Culture	Read Chapter 4 selectively in conjunction with lecture slides	Case Study/Group Exercise
5	Market Entry & Strategic Alliances in International Business Propensity to Internationalise Timing and Scale of Market Entry Mode of Market Entry Strategic Alliances and Networks	Read Chapters 5 & 6 selectively in conjunction with lecture slides	Case Study/Group Exercise
6	International Competitive Dynamics A model of global competitive dynamics Local Firms vs Multinational Enterprise	Read Chapter 8 selectively in conjunction with lecture slides	Case Study/Group Exercise
7	Diversification and Restructuring Product and geographic diversification Mergers and Acquisitions & Restructuring	Read Chapter 9 selectively in conjunction with lecture slides	Case Study/Group Exercise Assessment 1 due: Sunday of week 7 by 11:59 pm
8	Organisation of MNCs The Integration-Responsiveness Framework Global, Home Rep, Transnational & Multi- Domestic Offshoring strategies Implementing Strategy Coordination and Control	Read Chapter 10 selectively in conjunction with lecture slides	Case Study/Group Exercise
9	Group Presentations See CANVAS for details		Assessment 2 due: Presentation ONLY Week 9
10	Group Presentations See CANVAS for details		Assessment 2 due: Presentation ONLY Week 10
11	Governing Global Corporations A Global Perspective on Corp Gov Strategising with CSR The Stakeholder view of the firm Moral obligations of MNEs and CSR Ethical dilemmas in international business strategy A Global Perspective on Corporate Governance	Read Chapters 11 & 12 selectively in conjunction with lecture slides	Case Study / Group Exercise Assessment 2 due: Group Report Sunday of Week 11 by 11:59 pm
12	Course Review Exam technique and advice on the final exam		

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

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:

- 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:

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.

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