MGMT5603
Global Business Strategy and Management

Course Outline
Semester 1, 2016

Part A: Course-Specific Information

Please consult Part B for key information on Business School policies (including those on plagiarism and special consideration), student responsibilities and student support services.
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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS
Lecturer: Dr Joseph Kim
Room: Quadrangle Building 1015C
Phone No: 9385 3764
Email: joseph.kim@unsw.edu.au
Consultation Time: Thursday 2:00-3:00pm (or by appointment)

2 COURSE DETAILS

2.1 Teaching Times and Locations
Lectures start in Week 1: The Time and Location are:
Thursdays 6:00-7:30pm, The Michael Hintze Theatre

Seminars start in Week 2: The Groups and Times are:
Thursdays 4:00-5:30pm, Ainsworth Building G02
Thursdays 7:30-9:00pm, Tyree Energy Technology G15

2.2 Units of Credit
This course introduces a set of contemporary strategy concepts and theories to help students identify important and consistent principles that a firm can use in making decisions that will affect its long term performance in an increasingly globalised business environment. Students will be exposed to the leading scholarly and the current practice of global business strategy. Particular emphasis will be placed on strategic issues facing multinational enterprises today, including entry mode choice, international network and the impact of information technology. While these principles constitute the basis for systematic examination of global business strategy and management, they do not necessarily explain why a particular firm succeeded or failed. The successful application of the concepts and theories introduced in this course depends on students’ ability to use them in a particular situation that a firm faces. Students should therefore not only try to understand the theories, concepts and frameworks discussed in the lectures, but also make efforts to apply them in seminar discussions, presentations and assignments.

2.3 Course Aims and Relationship to Other Courses
This course is part of the Masters of Commerce program. It aims to provide students with knowledge about global business strategy and equip students with professional skills to use this knowledge in practice. The course builds on and extends concepts learned in MGMT 5601 (Global Business and Multinational Enterprises). In order to gain a more comprehensive picture regarding the challenges and tools for conducting business in an international context, students may also consider taking the following courses:
- MGMT 5602: Cross Cultural Management
- MGMT 5609: Global Business Operations and Management
2.4 Student Learning Outcomes

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items. In this course, you will gain a set of tools, techniques, frameworks, and approaches to assist you in strategically and dynamically managing a competitive business organization in the international context. Furthermore, you will improve your action-oriented, decision-making approach based on rigorous analysis and critical thinking. By the end of the course, you should be able to:

1. Understand and explain how the conceptual and analytical tools of strategic management can be extended to the formulation and implementation of global strategy.
2. Understand and explain the greater complexity that accompanies international operations for organizations, including alternative patterns of strategy, structure and operations appropriate to different and dynamic international contexts.
3. Understand and explain concepts and theories from seminal and contemporary literature concerning global business strategy, including foundational themes such as resource based view, Industry analysis and frameworks on business/corporate level strategies.
4. Understand and explain prominent strategic issues facing international organizations today, including pathways for internationalization, international strategic networks, the impact of information technology and non-traditional multinationals.
5. Apply the contemporary theoretical approaches introduced in the course together with their associated tools/frameworks to analyse business situations, formulate business strategies, reason carefully about strategic options, use what-if analysis to evaluate action alternatives, and make sound strategic decisions in the international business context.
6. Explain and persuasively present a business analysis and strategy proposal
7. Work together in groups, seize the group’s advantages, overcome the potential hurdles of such teamwork, and be able to function effectively as part of a company’s strategy implementation team.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).

For more information on the Postgraduate Coursework Program Learning Goals and Outcomes, see Part B of the course outline.
You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.

2. Critical thinking and problem solving: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues. You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective communicators in professional contexts. You should be able to:
   a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and
   b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.

4. Teamwork: Our graduates will be effective team participants. You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice. You should be able to:
   a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
   b. Consider social and cultural implications of business and/or management practice.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>This course helps you to achieve the following learning goals for all Business postgraduate coursework students:</td>
<td>On successful completion of the course, you should be able to:</td>
<td>This learning outcome will be assessed in the following items:</td>
</tr>
</tbody>
</table>
| 1 Knowledge                         | • Understand and explain how the conceptual and analytical tools of strategic management can be extended to the formulation and implementation of global strategy | • Case Study
• Project Report
• Quizzes |
<p>|                                    | • Understand and explain the greater complexity that accompanies international operations for organizations, including alternative patterns of strategy, structure and operations appropriate to different and dynamic international contexts |                                           |
|                                    | • Understand and explain concepts and theories from seminal and contemporary literature concerning |                                           |</p>
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</table>
|   |   | global business strategy, including foundational themes such as resource based view, Industry analysis and frameworks on business /corporate level strategies  
• Understand and explain prominent strategic issues facing multinational enterprises today, including pathways for internationalization, international strategic networks, the impact of information technology and non-traditional multinationals. |
| 2 | Critical thinking and problem solving | • Apply the contemporary theoretical approaches introduced in the course together with their associated tools/frameworks to analyse business situations, formulate business strategies, reason carefully about strategic options, use what-if analysis to evaluate action alternatives, and make sound strategic decisions in the international business context.  
• Case Study  
• Project Report  
• Quizzes |
| 3a | Written communication | • Construct written work which is logically and professionally presented.  
• Case Study  
• Project Report  
• Quizzes |
| 3b | Oral communication | • Communicate ideas in a succinct and clear manner.  
• Case Study |
| 4 | Teamwork | • Work together in diverse groups, seize the group’s advantages, overcome the potential hurdles of such teamwork, and be able to function effectively as part of a company’s strategy implementation team.  
• Case Study  
• Project Report but not separately assessed. |
| 5a | Ethical, social and environmental responsibility | • Identify and assess ethical issues for multinational enterprises in contemporary business environment.  
• Case Study  
• Project Report  
• Quizzes |
| 5b | Social and cultural awareness | • Understand and explain the greater complexity that accompanies international operations for organisations, including alternative patterns of strategy, structure and operations appropriate to different and dynamic international contexts.  
• Case Study  
• Project Report  
• Quizzes |
3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

Interactive Learning and Problem Based Teaching

This course emphasises the interaction between the lecturer, tutor and students. Each week, the lecture slides and additional reading materials will be uploaded in the Moodle (course website) to help the students to preview the materials and to concentrate on listening and critical thinking during the lecture.

The seminar discussions comprise company case studies, academic readings and textbook materials, which help the students to see how the concepts are applied in the real business context. Students will present the case to the class and discuss with the peers.

An integral part of maximising learning in this course is to engage in reflective learning. Students are strongly encouraged to reflect on the materials taught, and engage the lecturer and tutor in discussions of the course materials, and its applicability in the real business context.

3.2 Learning Activities and Teaching Strategies

The primary teaching activities of this course consists of two parts: Lectures introduce the underlying principles, concepts and frameworks of global business strategy and how they are linked to current business practices • Seminars are designed for students to link their own experience and apply concepts and frameworks introduced in lectures through group presentation and discussion of case studies, as well as additional readings. Individual assignments are used to allow students to develop skills for in-depth research on selected business topics Lectures and seminars are of equal importance to the subject program. They are supported with individual assignments and group presentations that facilitate the development of analytical and presentation skills and feedback delivery
4 ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- achieve a composite mark of at least 50; and
- make a satisfactory attempt at all assessment tasks.

4.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminar Participation &amp; Contribution</td>
<td>10%</td>
<td>See 4.3.1 below</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Quiz 1</td>
<td>25%</td>
<td>80 minutes</td>
<td>6:00 PM on Thursday 14 April (Week 6)</td>
</tr>
<tr>
<td>Quiz 2</td>
<td>25%</td>
<td>80 minutes</td>
<td>6:00 PM on Thursday 2 June (Week 13)</td>
</tr>
<tr>
<td>Group Presentation &amp; Written Answers</td>
<td>15%</td>
<td>45 minutes presenting the case and answers plus 25 minutes leading class discussion + 2 page written answers</td>
<td>In allocated seminars</td>
</tr>
<tr>
<td>Project Report</td>
<td>25%</td>
<td>3,000 words</td>
<td>6:00 PM on Thursday 9 June</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3 Assessment Format

4.3.1 Seminar Participation & Contribution (10%)

Students are expected to actively participate and contribute to the weekly seminars. Students will be rewarded for contributions which demonstrate their insights, thoughtful views based on their reading of designated seminar case studies. Therefore, students are expected to attend the seminars with questions or comments on the issues which are identified in the seminar case studies. In addition, students are required to submit individual one page answers to seminar case questions. The answer sheet should be submitted electronically via “Turn-It-In” in Moodle before the beginning of each seminar.

Please note that attendance to seminars is compulsory. To be eligible for the Seminar Participation and Contribution mark, students must attend a minimum of nine (9) seminars. Exemptions may only be made on medical grounds/ and or official letter from employer due to work commitment.
4.3.2 Quizzes (25% each)

The quizzes are designed to test your knowledge of concepts, frameworks, and theoretical foundations. They provide an incentive to review the reading, lectures, and case materials that precede them. The structure of the quizzes will be discussed in detail during lecture. The quizzes will be completed in weeks 6 & 13 lectures. Please ensure that you arrive on time for the quizzes – late students will not be given extra time.

4.3.3 Group Oral Presentation and Written Answers (15%)

The group presentation is designed to enhance students’ understanding of the selected topics / theories and provide a conducive and non-confrontational platform to develop their oral presentation skills.

**Oral Presentation:** In week 2, students will be organised into teams of 2-3. Each group will be allocated a presentation topic for presentation starting in week 3. Groups should prepare [i] oral presentation of 45 minutes presenting the case to the class and [ii] leading class discussions on the case questions for 25 minutes. During the discussion time, the presenting groups should lead class discussion to engage the rest of the class to participate before presenting their answer to the case questions. Leading the class discussion by the presenting groups encourages collaborative thinking and attunes students to a multiplicity of viewpoints and perspectives. Class discussion can be in the form of class activities such as quiz, role play, Q&A etc. Overall, the groups should try to present their seminar case in an informative, professional, and interesting manner.

**Written Answers:** In addition, each group should also submit the soft copies of the written answers to the seminar case questions and presentation slides in hand-out format (2 slides per page) to the lecturer by 4:00 PM the business day before the scheduled presentation with the cover sheet attached.

You will be assessed on the following criteria:

(i) **Analysis**
   • Extent of Research (You are strongly encouraged to go beyond just answering the case questions. Any materials relating to the topic are considered within the scope of the presentation)
   • Understanding of the Issue (this include reflecting on how the case relates to the lecture materials)
   • Answers to the Questions

(ii) **Presentation (Both written and oral)**
   • Organisation (Structure, logical flow etc.)
   • Style (Clarity, Creativity etc.)
   • Maximum learning on the topic being presented (Apart from answering the seminar case questions, you should go beyond the case materials & include any materials that helps the class learn more about the subject topic)

(iii) **Class Discussion**
   • Management of Class Discussion
   • Response to Questions/ Issues raised
   • Class Discussion can be in the form of class activities such as Quiz, Role Play, Q&A etc.
4.3.4 Project Report (25%)

The project report allows students to develop a deeper understanding of knowledge and frameworks examined in the course, as well as developing skills of logical evaluation and presenting an argument.

Students may complete the project report either individually or with group members. The maximum number of students in each group is three. Higher quality is expected from groups with more team members. All students should sign on the cover page of the report. The same marks will be awarded to all students in the same group.

Submission of the Project Report:
The project report should be no more than 3,000 words in length (excluding executive summary and references) and should be submitted in an electronic copy via the “Turn-It-In” link on the course website on or prior to the due date, 9 June by 6:00 PM.

Topic for Project Report
Choose one multinational corporation from the categories below;
(i) a western company that has entered the Asian markets;
(ii) an Asian company that has entered the Western markets; OR
(iii) an Australian company that has entered the global markets.

You are asked to write a strategic consulting report for your chosen company by selecting three of the following topics covered in this course;
 a. Internationalisation Strategy;
 b. Institutions and Global Strategy;
 c. Strategic Alliances and Global Networks;
 d. Diversification, Mergers and Acquisition;
 e. Strategy and Structure.

Note. You may not choose the same cases covered during the lectures or the companies you selected for your Group Presentation assignment, in this subject or in any other subjects in the Master of Commerce / International Business program at UNSW.

Format:
Your report must be formatted as per the requirements below:
- A separate page of Executive Summary (excluded from the word count).
- Electronic copy must be submitted via Turn-it-in on Moodle
- Use 11pt or 12pt font
- 2.5 cm left margin
- 1.5 line spacing
- Leave a line between each paragraph
- Number each page
- Coversheet completed correctly and attached - coversheet available on course website. Please show the word count, along with all other details on the coversheet.
- Use Harvard method for referencing - more information can be found on the Business School EDU website.
**Marking criteria:**
- Development of a consistent, clear and well-supported answer to the question
- Overall quality of analysis and critical thinking using appropriate IB theories
- Quality of academic research
- Appropriate structure (logical sequence; transitions between parts; well-developed paragraphs)
- Clarity of expression & grammar
- Correct format of in-text citations and bibliography using Harvard style (EDU Harvard Guide)

**Proposal of the Project Report:**
In addition to submitting the final version of the project report by the above due date, students must submit a proposal of the project report in a hard copy format to the lecturer on 5 May (week 9). For preparing the proposal of the project, students are expected to have conducted the data search and sufficiently thought through the structure and key arguments of the report. Students are strongly encouraged to select a case to which they can obtain relevant and recent data to help them conducting well-support analysis.

The proposal of the project report should include
(i) Brief introduction of the selected company;
(ii) Main headings of the project report; and
(iii) List of references of data sources.

Submission of the project report proposal is compulsory and students who do not submit the proposal by 5 May (week 9) will not be eligible to obtain mark for their project report assessment.

**4.4 Assignment Submission Procedure**

The Project Report is to be submitted in an electronic copy via the “Turn-It-In” link on the Course website on or prior to the due date, Thursday 9 June 6:00 PM. Each report should have a coversheet attached at the front and indicate the total number of words (excluding executive summary and references). Paper copy submission is not required.

All work must be original and must not have been submitted for any other subject or course here or elsewhere. Copying or plagiarising works of other authors, including your fellow students or cutting and pasting from the internet and other sources is an offence and will attract heavy penalty. Students’ work will be cross-checked with the “Turn-It-In” database.

**4.5 Late Submission**

A penalty of 10% for each day the assignment is late will be applied. You should seek assistance early if you suffer illness or misadventure affecting your course progress. No extensions will be granted except in the case of serious illness or misadventure or bereavement which must be supported with documentary evidence.

Requests for extensions must be made to the lecturer-in-charge by email and be accompanied by the appropriate documentation no later than 24 hours before the due date of the assignment.
Note: A request for an extension does not guarantee that you will be granted one. If you require special consideration read the advice on UNSW policies and procedures listed in Part B of the course outline.

**Quality Assurance**
The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

5 COURSE RESOURCES

**Recommended Textbook:**


In addition, students are recommended to look at the following publications to enhance their knowledge.

**Other book:**

**Recommended journals and periodicals;**
- The Economist: http://www.economist.com
- Journal of International Business Studies: http://www.jibs.net/
- Management International Review: http://www.uni-hohenheim.de/~mir/

The website for this course is on Moodle at: http://moodle.telt.unsw.edu.au

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process (http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm) is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students. In addition to the formal teaching and course evaluation, periodically student feedback on the course may be gathered and used to inform continual course improvement.
# COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Tutorial Topic</th>
<th>References</th>
<th>Other Activities/Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 29 February</td>
<td>Introduction</td>
<td>NO TUTORIALS</td>
<td>S&amp;F: Ch. 1-3</td>
<td></td>
</tr>
<tr>
<td>Week 2 7 March</td>
<td>Topic 1: Foundations of Global Strategy</td>
<td>Briefs on Case Study Presentations</td>
<td>Reading Materials</td>
<td>Group Formation</td>
</tr>
<tr>
<td>Week 3 14 March</td>
<td>Topic 2: Institutions and Global Strategy</td>
<td>Case Study 1</td>
<td>Reading Materials</td>
<td></td>
</tr>
<tr>
<td>Week 4 21 March</td>
<td>Topic 3: Internationalisation Strategy</td>
<td>Case Study 2</td>
<td>Reading Materials</td>
<td></td>
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<td></td>
<td>Mid-semester break: Friday 25 March – Saturday 2 April inclusive</td>
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<tr>
<td>Week 5 4 April</td>
<td>Topic 4: Strategic Alliances and Global Networks</td>
<td>Case Study 3</td>
<td>S&amp;F: Ch. 9 &amp; 10</td>
<td></td>
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<tr>
<td>Week 6 11 April</td>
<td>QUIZ 1</td>
<td>Project Report Workshop</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Week 7 18 April</td>
<td>Topic 5: Diversification, Mergers and Acquisition</td>
<td>Case Study 4</td>
<td>S&amp;F: Ch. 11</td>
<td></td>
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<tr>
<td>Week 8 25 April</td>
<td>Topic 6: Strategy and Structure</td>
<td>Case Study 5</td>
<td>S&amp;F: Ch. 8</td>
<td></td>
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<tr>
<td>Week 9 2 May</td>
<td>Topic 7: Global Learning Strategies / Governing MNEs</td>
<td>Case Study 6</td>
<td>S&amp;F: Ch. 13</td>
<td>Project Report Proposal Due</td>
</tr>
<tr>
<td>Week 10 9 May</td>
<td>Topic 8: Strategies of Emerging Market MNCs and SMEs</td>
<td>Case Study 7</td>
<td>S&amp;F: Ch. 4 &amp; 6</td>
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<tr>
<td>Week 11 16 May</td>
<td>Topic 9: Social Responsibility of MNCs</td>
<td>Case Study 8</td>
<td>S&amp;F Ch. 15</td>
<td></td>
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<tr>
<td>Week 12 23 May</td>
<td>Course Review</td>
<td>Case Study 9</td>
<td>N/A</td>
<td></td>
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<tr>
<td>Week 13 30 May</td>
<td>QUIZ 2</td>
<td>NO TUTORIALS</td>
<td>N/A</td>
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