Department of Management

Contemporary Issues in Business (CIIB)

Module Code: MMN130618

Coursework Assignments

Session 2025-2026

<u>**Module Leader**</u>**:**

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Contents

1.0 Assessment

To test the achievement of the learning outcomes, students are required to submit two assignments:

I.   Group presentation on the host country risk analysis based on the contemporary issues in international business.

II.   Individual report on the application of AAA (adaptation, aggregation, and arbitrage framework) in the context of contemporary issues in international business.

1.1   Coursework 1 - Group presentation on host country risk analysis

In groups of 3–4 students, select a Multinational Company (MNC) operating in at least three countries. Then, select three important contemporary issues in international business (e.g., geopolitical instability, climate change regulations, trade policy shifts).

Analyse the risk of doing business using:

I.   Market Penetration Grid Matrix

II.   Opportunity-Risk Matrix

III.   PESTEL Analysis

Based on your findings, make clear and actionable recommendations for the MNC. Your analysis should be well-structured, visually clear, and based on robust research. You are limited to 20 presentation slides; content beyond this limit will not be marked.

Assessment Structure and Weighting

I.   *MNC and Country Selection* (10 %)

Select a **multinational company (MNC)** operating in or wanting to expand to at least **three countries**. The MNC should be relevant, well-known, and suitable for international business risk analysis. Justify why this MNC and the selected countries are appropriate for examining risk related to contemporary international business issues.

II.   *Contemporary Issues Identification* (10%)

Identify **three important contemporary issues** in international business (e.g., geopolitical instability, climate change policy, digital trade barriers, etc.). The issues must be current, relevant, and have a significant potential impact on the MNC's operations in the host countries. Clearly explain and justify your choices.

III.   *Market Penetration Grid Matrix* (15%)

Apply the market penetration grid taught in Lecture 4 to analyse the MNC's presence and expansion strategy in all three countries. Use this analysis to evaluate and compare the level of market penetration and associated business risks in each country. From this analysis, identify which country presents the best opportunity for further international business activity by the MNC.

IV.   *Opportunity-Risk Matrix* (15%)

Once the best-performing country is selected based on the Market Penetration Grid, apply the opportunity-risk matrix to this country only. Use the matrix to assess the balance between business opportunities and potential risks in that specific market. Position the country within the matrix and explain why it falls into a particular quadrant, using evidence to support your analysis.

V.   *PESTEL Analysis* (15%)

Conduct a PESTEL analysis only for the best country selected through the Market Penetration Grid. Assess the macro-environmental conditions (Political, Economic, Social, Technological, Environmental, and Legal) that impact the MNC's operations in that country. Identify the most significant external factors that could increase or mitigate the business risk for the MNC in this location.

VI.   *Risk Analysis and Evaluation* (10%)

Evaluate the overall level of business risk in the best-performing country, based on insights from the Opportunity-Risk Matrix and PESTEL analysis. Identify and explain the key risk factors that could affect the MNC's operations and strategic decisions in that country. Your evaluation should be evidence-based, critical, and clearly justified.

VII.   *Recommendations* (10%)

Provide clear, actionable recommendations for the MNC based on the analysis of the best country identified through the Market Penetration Grid, Opportunity-Risk Matrix, and PESTEL Analysis. Your recommendations should address how the company can enter, expand, or manage risk in this country. They must be strategic, realistic, and directly supported by your earlier frameworks and risk evaluation.

VIII.   *Visual Design and Team Collaboration* (10%)

Ensure the presentation is visually clear, well-structured, and professional. Use charts, diagrams, and bullet points effectively. Demonstrate strong team collaboration, with all group members participating equally and delivering their parts fluently. The delivery should be confident, engaging, and coordinated.

Additional Requirements

All materials must be supported by academic literature, industry reports, or relevant data sources.

You must submit the Peer Assessment Review form (Appendix B) as the final slide of your presentation. Failure to submit the form will result in a penalty of 10 marks.

If group-related conflicts occur, they should first be addressed internally through discussion. If unresolved, escalate the issue to your module tutor and, if necessary, the module leader.

Submission and Presentation

Once your presentation is completed, your group must:

1. **In-Class Presentation (Week 7)**

    Each group will deliver their presentation during the seminar class in Week 7. All members are expected to contribute equally to the live delivery.

2. **Submission on GCULearn (Video Recording)**

    Each group must submit a **video recording of the presentation** by 4 pm, 30th Oct 2025. Acceptable formats for recording include:

    – **PowerPoint "Record Presentation" function**
    – **Microsoft Teams meeting recording**
    – Or another convenient and accessible method chosen by the group

    The submitted recording must be professional, clear, and demonstrate equal contribution from all members. The maximum length of the submitted video must be **12–15 minutes in line with the 20-slide presentation limit**.

Submit your video in **MP4 format**

Supporting Material

While the **video recording** is the required submission for assessment on GCULearn, groups also upload their presentation slides (in PowerPoint or PDF format) as supplementary material.

1.2 Coursework 2 - Individual report on the AAA framework

Choose an MNC (different from the MNC chosen for the group task) and apply the AAA (adaptation, aggregation, and arbitrage) framework. The report should have the following sections. The word limit is 1500 (+/-150) words. Any content beyond the word limit will not be marked.

i.   Company background (150 words): Briefly present the nature of the business, size of the company, values, mission and vision statements, value creation, business model and the number of countries the company is operating in.

ii.   Adaptation (375 words): How is the company pursuing adaptation to respond to the needs in the host countries? Is adaptation helping the company to be successful or achieve the industry's above-average returns on the investments?

iii.   Aggregation (375 words): How is the company pursuing the aggregation to achieve economies of scale? Is aggregation helping the company to be successful, or achieve the industry's above-average returns on the investments?

iv.   Arbitrage (375 words): How is the company leveraging the differences in the markets or nations to perform better? Explain with the relevant data and evidence.

v.   Balancing strategies (225 words): Which two strategies will you suggest the company pursue and why?

General information:

References should be in Cite Them Right Harvard style. Please avoid plagiarism and follow the ethical guidelines (for more details: [Referencing and Plagiarism - Referencing and plagiarism - LibGuides at Glasgow Caledonian University](#))

1.3   Assessment Schedule

For this module, the schedule of submission of the summative assessment is detailed below

Submission Date	Type of assessment (formative or summative)	Form of assessment (e.g. coursework, lab report, class test, etc.)	Weighting
4 pm 30th Oct 2025	Summative	Team presentation on host country risk analysis	50%
4 pm 28th Nov 2025	Summative	Report on the AAA framework	50%

1.4 Marking Criteria

Assessment 1: Host country risk analysis based on the contemporary issues in international business

Criteria	Fail (<30%)	Poor (30–39%)	Basic (40–49%)	Satisfactory (50–59%)	Good (60–69%)	Very Good (70–79%)	Excellent (80%+)
MNC and Country Selection (10%)	Inappropriate or missing selection **0-1 marks**	Poorly justified selection **2-3 marks**	Basic justification **3-4 marks**	Adequate explanation **5-6 marks**	Logical and relevant **6-7 marks**	Strong and aligned **7-8 marks**	Strategic, well-justified, and relevant **8-10 marks**
Contemporary Issues Identification (10%)	No relevant issues identified **0-1 marks**	Weak or vague relevance **2-3 marks**	Some relevance **3-4 marks**	Adequate, explained **5-6 marks**	Well-selected and defined **6-7 marks**	Strongly linked to the international context **7-8 marks**	Highly relevant, timely, and insightful **8-10 marks**
Market Penetration Grid Matrix (15%)	Not used or misunderstood **0-2 marks**	Inappropriate or incorrect use **3-4 mark**	Some attempt, limited accuracy **5-6 marks**	Applied with partial relevance **7-8 marks**	Good application with clear relevance **8-9 marks**	Strong and effective use **10-11 marks**	Excellent, insightful and well-integrated use **12-15 marks**
Opportunity-Risk Matrix (15%)	Not used or misunderstood **0-2 marks**	Very limited or flawed use **3-4 mark**	Attempted with errors **5-6 marks**	Adequately applied **7-8 marks**	Clear application with good insight **8-9 marks**	Very good analytical integration **10-11 marks**	Highly relevant and well-justified use **12-15 marks**
PESTEL Analysis (15%)	Not used or used incorrectly **0-2 marks**	Superficial or unfocused **3-4 mark**	Limited relevance or depth **5-6 marks**	Applied with some clarity **7-8 marks**	Good structure and relevant insight **8-9 marks**	Very good depth and alignment to context **10-11 marks**	Excellent critical application with contextual insight **12-15 marks**
Risk Analysis & Evaluation (10%)	No coherent analysis **0-1 marks**	Minimal or unclear analysis **2-3 marks**	Basic risk identification **3-4 marks**	Adequate risk overview **5-6 marks**	Clear, logical risk reasoning **6-7 marks**	Strong, well-reasoned **7-8 marks**	Highly critical, comprehensive and contextualised **8-10 marks**
Recommendations (10%)	Absent or unrelated **0-1 marks**	Vague and unsupported **2-3 marks**	Basic suggestions **3-4 marks**	Adequate and partly justified **5-6 marks**	Logical and actionable **6-7 marks**	Strong and strategic **7-8 marks**	Excellent, clear, and fully evidence-based **8-10 marks**
Visual Design & Team Collaboration (10%)	Slides unreadable or disorganised; poor delivery **0-1 marks**	Cluttered slides, unclear roles, weak delivery **2-3 marks**	Basic formatting and participation **3-4 marks**	Adequate clarity and balanced effort **5-6 marks**	Clean design and confident delivery **6-7 marks**	Strong visuals and well-coordinated teamwork **7-8 marks**	Excellent, visually engaging, seamless teamwork and professional delivery **8-10 marks**

Assessment 2 Report on AAA Framework

	<30%	30-39%	40-49%	50-59%	60-69%	70-79%	80%+
Company background (10%)	Fails to demonstrate any effective understanding of the task **0-1 marks**	Very basic overview of the background of the company **2-3 marks**	Basic overview of the background of the company **3-4 marks**	Acceptable overview of the background of the company **5-6 marks**	Good overview of the background of the company **6-7 marks**	Very good overview of the background of the company **7-8 marks**	Excellent overview of the background of the company **8-10 marks**
Adaptation (25%)	Fails to provide any effective understanding of the task **0-4 marks**	Very basic overview of how the company is pursuing adaptation **5-9 marks**	Offers some insight, but lacks depth of discussion on adaptation by the company **10-12 marks**	Acceptable level of explanation around adaptation by the company **13-14 marks**	Good researched explanation of the adaptation by the company **15-16 marks**	Very good researched explanation of the adaptation by the company **17-19 marks**	Excellent researched explanation of the adaptation by the company **21-25 marks**
Aggregation (25%)	Fails to provide any effective understanding of the task **0-4 marks**	Very basic overview of how the company is pursuing aggregation **5-9 marks**	Offers some insight, but lacks depth of discussion on aggregation by the company **10-12 marks**	Acceptable level of explanation around aggregation by the company **13-14 marks**	Good researched explanation around aggregation by the company **15-16 marks**	Very good researched explanation around aggregation by the company **17-19 marks**	Excellent researched explanation around aggregation by the company **21-25 marks**
Arbitrage (25%)	Fails to provide any effective understanding of the task **0-4 marks**	Very basic overview of how the company is pursuing arbitrage **5-9 marks**	Offers some insight but lacks depth of discussion on arbitration by the company **10-12 marks**	Acceptable level of explanation around arbitrage by the company **13-14 marks**	Good researched explanation of arbitrage by the company **15-16 marks**	Very good, researched explanation of arbitrage by the company **17-19 marks**	Excellent research-based explanation of arbitrage by the company **21-25 marks**
Balancing strategies (15%)	No effective task discussion **0-2 marks**	Some minimal discussion on which strategies to be balanced and why **3-4 mark**	Basic discussion on which strategies to be balanced and why **5-6 marks**	Acceptable discussion on which strategies to be balanced and why **7-8 marks**	Good discussion on which strategies to be balanced and why **8-9 marks**	Very good discussion on which strategies to be balanced and why **10-11 marks**	Excellent discussion on which strategies to be balanced and why **12-15 marks**

1.5 Fit to Sit

GCU operates a Fit to Sit approach to student assessment. The default assumption is: when you undertake an assessment, you are declaring that you are fit to do so. This means that any mark and/or attempt at assessment will stand, unless you have indicated that you were not 'Fit to Sit/Submit'. If you declare yourself unfit after you have already submitted or sat, your work will not be marked. You will receive no feedback, and a non-submission (NS) will be recorded.

You can declare yourself unfit 5 days before the date of assessment. The latest you can declare yourself unfit is 2 days after you sat or submitted.

Please note that some modules have an Approved Exception to the 2-day post-sit/submit period. Tutors will notify you of such exceptions before the start of assessment(s). If you wish to declare yourself not fit to sit/attempt for these exceptional modules, DO NOT attempt the assessment. Instead, ensure that you submit a declaration before the end of the date of assessment. Any student who attempts the assessment will be deemed to be fit to sit and will receive a mark and feedback. You must provide information when declaring yourself unfit to sit or submit. If you fail to enter the required details in your declaration, your declaration may not be processed.

IMPORTANT – Information that must be provided when any declaration of being unfit to sit/submit is made is detailed below. Please note that a failure to enter these details accurately in your declaration may lead to your declaration not being processed.

Module Code: MMN130618-25-A-GLAS
Module Title: Contemporary Issues in International Business
Module Leader: Dr Hanna Kharchenko
Module Leader Email: Hanna.Kharchenko@gcu.ac.uk

For the above assessments, students should ensure that if they wish to declare themselves not fit to sit/attempt, they DO NOT attempt the assessment and ensure that they submit a declaration before the end of the date of the assessment. Any student who attempts the assessment(s) above will be deemed to be fit to sit, receive the mark gained, and feedback will be provided.

Students will be reminded of this exception prior to the commencement of the assessment(s)

Appendix A – Title Page

Title of the assessment:

Module name: Contemporary issues in International Business Management

Programme: MMN130168

Word count (excluding the tables):

Turnitin score:

Declaration:

I understand the ethics of research. The work is my original work and is not submitted anywhere else.

Student name, ID and signature.

Student name	Id	Signature

(*If it is a group report, please add more rows to add the group member names, ID, and signatures.)

Appendix B
Peer Assessment Form
(To be submitted as part of the team report*)

Day and Time of Seminar   ………………………………………………...

Name of Seminar Tutor ……………………………………………………
_____

We, the under-noted, understand that following careful consideration and review of our joint work, confirm that the team mark should be weighted amongst team members in the following proportions. In considering this, we have taken into account the way our team worked in terms of attending agreed meetings, carrying out agreed individual tasks, and supporting each other to ensure every team member had an equal opportunity to fully contribute.

Print forename and surname	Signature	Date	% of Team Mark

TUTOR SIGNATURE: ………. …………………………… Date:.. …………………

*There will be a penalty of 10 marks for not submitting the form.

All members of the team confirm their agreement to the above mark allocation and sign below to confirm this agreement. The team should then present the form to the seminar tutor for signature BEFORE SUBMITTING THE REPORT.

Print forename and surname, sign, date, and weighting [100% to each member means equal marks]. Unsigned forms will NOT be processed for marking adjustments.