

School of Management

MGMT3101

International Business Strategy

Course Outline

Semester 2, 2017

Course-Specific Information

The Business School expects that you are familiar with the contents of this course outline. You must also be familiar with the Course Outlines Policies webpage which contains key information on:

- Program Learning Goals and Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Student Support and Resources

This webpage can be found on the Business School website:

<https://www.business.unsw.edu.au/degrees-courses/course-outlines/policies>

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COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Lecturer-in-charge: Dr Janis Wardrop

Room 548 UNSW Business School building

Phone No: 9385 7150

Email: j.wardrop@unsw.edu.au

Consultation Times: By appointment

The contact details of your tutors will be posted on the Course Website.

2 COURSE DETAILS

2.1 Teaching Times and Locations

Lectures start in Week 1 (to Week 12). The lectures are held on Fridays between 11:00 and 13:00 in Webster ThA.

Tutorials start in Week 2 (to Week 13). A full list of tutorials, their time and locations and Facilitator information will be available on the course website.

2.2 Units of Credit

The course is worth 6 units of credit.

2.3 Summary of Course

This course introduces students to contemporary strategy concepts, theories and principles that a firm can use in making decisions affecting its long term performance in an increasingly global business environment. In presenting these principles, students will be exposed to both leading scholarly thoughts 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.

2.4 Course Aims and Relationship to Other Courses

This course aims to provide students with knowledge about global business strategy and equip students with professional skills to use this knowledge in practice. The course is a compulsory level three course for students completing a Management or International Business major.

The course builds on and extends concepts learned in previous courses, and focuses mainly on the business and corporate level strategic decisions faced by the firm. A prerequisite for this course is either MGMT2101 or MGMT2001.

2.5 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 improve your knowledge of a set of tools,

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techniques, frameworks, and approaches to assist you in strategically and dynamically managing a competitive business organisation in the global context. Furthermore, you will improve your action-oriented, decision-making skills based on rigorous analysis and critical thinking.

By the end of the course, you should be able to:

1. Explain and apply appropriate concepts and theories of strategic management in the context of international business
2. Understand and explain the complexity that accompanies international operations for organisations
3. Identify and evaluate key ethical, environment, social and cultural issues in global businesses and their implications in business decisions/ practice
4. Understand and explain prominent strategic issues facing multinational enterprises today
5. Apply theories, tools and frameworks to analyse business situations and make sound strategic decisions in the international business context.
6. Demonstrate effective business communication skills (both written and oral)
7. Work effectively and efficiently in a diverse group.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate 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 Program Learning Goals and Outcomes, see the School's Course Outlines Policies webpage available at <https://www.business.unsw.edu.au/degrees-courses/course-outlines/policies>

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):

Program Learning Goals and Outcomes		Course Learning Outcomes	Course Assessment Item
<i>This course helps you to achieve the following learning goals for all Business undergraduate students:</i>		<i>On successful completion of the course, you should be able to:</i>	<i>This learning outcome will be assessed in the following items:</i>
1	Knowledge	Explain and apply appropriate concepts and theories of strategic management in the context of international business (1)	
2	Critical thinking and problem solving	Understand and explain the complexity that accompanies international operations for organisations (2) Understand and explain prominent strategic issues facing multinational enterprises today (4) Apply theories, tools and frameworks to analyse business situations and make sound strategic decisions in the international business context. (5)	
3a	Written communication	Demonstrate effective business communication skills (both written and oral) (6)	
3b	Oral communication		
4	Teamwork	Work effectively and efficiently in a diverse group (7)	
5a.	Ethical, social and environmental responsibility	Identify and evaluate key ethical, environment, social and cultural issues in global businesses and their implications in business decisions/practice (3)	
5b.	Social and cultural awareness		

3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

The course consists of two essential parts – knowing and doing.

The "knowing" portion involves the concepts and techniques applicable to strategic management. To introduce the most salient principles, this course is based on the leading scholarly thoughts and current practice of global business strategy. The theoretical principles provide the basis of various conceptual frameworks and models, which in turn help us to make sense of a variety of strategic issues firms face in a complex and uncertain global business environment. You will learn about these concepts through lectures and readings, and you will have an opportunity to develop your own understanding of the concepts by applying them in case discussions. Further,

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classroom discussion, case analysis and individual reports also provide opportunities for students to reflect and build on their prior experiences and knowledge, challenge their current beliefs and develop new practices and understanding.

The "doing" portion of the course involves participation in GLO-BUS® , a strategic management simulation. This simulation provides you with the opportunity to gain hands-on experience in running a business as a member of a senior management team. The management teams are required to evaluate situations and make decisions, assess outcomes, and compete with other management teams for resources, opportunities, and markets. Each team develops a strategy for its firm and applies the course's concepts within a practical decision-making framework. The result is that you will have an opportunity to see the interaction of a firm's functional operations and observe the impact of key decisions on business performance within a competitive market.

3.2 Learning Activities and Teaching Strategies

The three hours of 'on campus' classes each week are divided into case study workshops (two hour large class meetings) and tutorials (one hour per week). The case study workshops focus on the 'knowing' aspects of the course, in which each week we analyse a case study applying new concepts, theories and models to extend our knowledge of international business strategy. These workshops are designed to be interactive and participatory.

The weekly tutorials focus on the 'doing' of strategic management simulation. Each week you will spend the tutorial debriefing your progress in the simulation, and working with your team to consider your next strategic move.

Teams of 3 to 4 students (depending on tutorial sizes) will be formed to work together on the GLO-BUS® simulation activities. Part of the learning experience will involve your ability to work with your teammates. Since much of modern management life is spent in some type of team interaction, your team provides a natural "lab", preparing you to carry out management tasks. This requires exceptional skills in oral presentation, persuasion, discussion, and discourse. As part of the simulation activity, you will have opportunities to learn how to present your position and defend it, how to persuade others to your point of view, how to negotiate differences of opinion and decide matters that can be reduced to analyses of the facts or logic. These skills will serve you well in your future career, regardless of what that might be.

Teams do better when the members cooperate and help each other, rather than insisting on having their own way. Team friction almost always results in lower scores, no matter how smart each of you may be. Therefore, your first priority should be team organisation. Effective teams surface more observations, ideas, and tactics than ineffective teams. For a group to do well, each member must be actively involved in the research, discussion, and preparation. A component of your individual course mark will be based on the evaluation of contribution to the overall success of your team.

Each student will complete an online survey assessing their own and their team members contribution to the group assignment. The outcomes of the self and peer evaluation will contribute to each student's final grade, and the data collected may be used to make adjustments to the final grade for the simulation and/or the tutorial debrief presentation in situations where students have either greatly exceeded expectations or seriously underperformed in their group tasks.

4 ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- achieve a composite mark of at least 50;
- make a satisfactory attempt at all assessment tasks (see below);

4.2 Assessment Details

Assessment Task	Weight	Program Learning Goals	Length	Due Date
Case study report (I)	25%	2, 3a, 5a, 5b	2,500 words	9:30AM Tuesday 4 th October
Final Exam (I)	25%	1,2	2 hours	UNSW Exam period (3 – 20 November)
Simulation				
A. Simulation performance (G)	15%	2	ongoing	Weekly
B. Debrief presentation and peer teaching (G)	10%	2, 3b	20 minutes	Weeks 6 - 12
C. Peer evaluation of contribution to team performance (P)	5%			'Health check' Week 6 Final evaluation Week 12
Participation				
A. Weekly case study preparation (I)	10%	1, 2	200 words each	Submitted weekly, 5 submissions assessed
B. Tutorial Participation (I)	5%	2, 3b		Ongoing
D. Self-reflection on team experience (I)	5%	4	500 words	9:30AM Friday 27 th October

I = individual assessment; G = group assessment; P = peer assessment

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4.2.1 Individual Written Assignment

Format: Case study report

Due: 9:30AM Tuesday 4th October

Length: 2,500 words (including list of references and all appendices)

Marks: 25%

This individual assignment will consist of writing a 2,000 (+/- 10%) word case study report that critically analyses the various challenges and opportunities that the case company faces and determine what strategies it should pursue.

The aim of this assignment is for you to apply concepts in the course to a real-world case example. In addition, this written assignment helps you practice and hence improve your writing skills. The case and accompanying background reading will be available on Moodle for download at the beginning of Week 4

More detailed requirement and a detailed marking rubric will be available on the course website in Week 4.

4.2.2 Preparation and Participation

A. Weekly case study preparation (10%)

Format: weekly short answer summaries – five randomly assessed

Due: 11:00 each Friday

Length: 200 words

Marks: 10% in total

Each week you are required to read the assigned case study to prepare for the case study workshop. As the final stage of your preparation you will be required to submit 200 words that addresses the assigned question or task for that case study. For example, you may be asked a specific question, or to identify the particular challenge or problem that is the focal point of the case study. Your case answer needs to be submitted to TurnItIn no later than 11AM each Friday (the commencement of the case study workshop).

The Lecturer In Charge will randomly select five (5) case studies in which the submission will be formally assessed. Your submission will be graded as either Unsatisfactory, Satisfactory or Superior

Marking criteria

Superior	Demonstrates depth of knowledge of case and / or theory.	2
Satisfactory	Minimal answer the question, superficial knowledge of case and/ or theory.	1
Unsatisfactory	Student not in attendance and/or does not complete activity	0

B. Tutorial Participation

Format: active and informed participation

Marks: 5% in total (note students must attend 9 tutorials to be eligible for contribution marks)

You will have several opportunities to link course concepts to examples from your workplace or the business press to the class discussions in both lectures and tutorials. A good contribution involves presenting a clear opinion, expressing it civilly, and supporting the opinion. In addition, we all have the responsibility to create an environment where each member of the class feels comfortable offering his or her opinion; thus, knowing how to listen is also important.

Your class participation mark will depend upon the following main factors: your active participation in discussions using logic based on analytical frameworks/theory, completion of unmarked and administrative tasks, and peer evaluations. Participation will be considered in both the lecture and the tutorial sessions.

Class participation marking criteria

Outstanding Contribution	Attends minimum of 9 tutorials and actively participates in activities, small group and class discussions. Provides good insights; has clear and thoughtful views; and supports and argues for but is open to modifying positions, demonstrates thoughtful and thorough preparation for class (where appropriate)	4-5
Satisfactory	Attends minimum of 9 Workshops and participates in activities, small group and class discussions. Some contribution of facts or opinion, demonstrates preparation for class (where appropriate)	3
Unsatisfactory	Attends minimum of 9 Workshops but is an unwilling participant, does not prepare for class, is observed to rarely speak in small group discussion and almost never voluntarily speaks in class discussions. For example: only speaks when directly addressed by the tutor.	1-2
Does not meet attendance requirement	Student does not attend 9 Workshops	0

C. Self reflection: team work

Format: Written reflection

Due date & Submission procedure: 9:30AM Friday 27th October

Weighting: 5% of your total course mark

Length: 500 words

Description:

Students will write a short reflection analysing their own participation and input into team processes in your project group. Students will need to incorporate the results of

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the online self and peer evaluation in their reflection. Students are also directed to the follow reading (available on Moodle) to support their analysis and reflection.

Reading:

Katzenbach, J.R. and Smith, D.K. (2005) The Discipline of Teams, *Harvard Business Review* July/August, 83(7/8): 162-171

Marking criteria:

Analysis and evaluation of own contribution to team success/ failure
Analysis of team process
Identification of areas for future development

4.2.3 Strategic Management Simulation – Glo-bus

A. Team performance

Format: Written reflection

Due date & Submission procedure: calculated across 7 rounds of simulation

Weighting: 15% of your total course mark

Length: successfully complete 7 rounds of simulation

Description:

You and your team will compete in a comprehensive competitive strategy computer-based simulation game called GLO-BUS®. You will have the opportunity to obtain training and experience a practice round before the official competition begins. This game provides the context of a firm competing in the digital camera industry against a number of other firms.

Most strategic decision making is made in an atmosphere of collaboration and consultation with key executives and colleagues. In this respect the simulation mirrors the real world. It will be the entire team's assignment to find a way to work together. The teams will compete on eight consecutive rounds (one round each week), with each round representing one year in the life of the industry.

The simulation also creates opportunities to explore an important aspect of 21st century management, the "anytime, anywhere" business environment. Coordinating strategy and tactics at a distance will be one of the most important issues you will face during your career. The simulation's logistics can be coordinated using the Internet. Each round you will download starting conditions for the current "year", develop strategy and tactics, make decisions, and upload decisions to the web site before the posted deadline. Like all 21st century managers, you will manage your company via telephone, email, the website, and in face-to-face meetings. A more detailed introduction on the simulation will be presented in week two of lectures, in which attendance is strongly recommended.

There is a steep learning curve on this simulation so it is important that you make the time, individually and as a group, to familiarise yourself with the simulation and supporting materials. Every team will be evaluated on predetermined performance indicators at the end of the competition.

Simulation Performance: Marks for simulation performance will be awarded according to the composite mark provided in the simulation, Teams not completing in all rounds of the simulation will receive a mark based on the number of rounds completed.

B. Group debrief

Format: Group presentation – each member of the group must speak for a minimum of 4 minutes

Due date: in tutorials between week 6 and week 13.

Weighting: 10% of your total course mark

Description:

In each tutorial (from week 6 to 13) one designated team will provide a 20 minute debrief of their team's performance and decision making to date in the simulation. This is an opportunity to look back and analyse your firm's strategic moves and evaluate what you have done well and where you could have improved, including how you would/ may/ should modify your game plan based on your performance in the simulation. This presentation is an opportunity for peer learning, as members of other groups will benefit from the lessons learnt from other teams. More information about the structure of the tutorials and the marking criteria for the Group Debrief presentation will be available on Moodle and discussed in your tutorials.

C. Individual contribution to team performance

Format: Online survey

Due date & Submission procedure: online questionnaire completed at two points the semester – weeks 6 and 11

Weighting: 5% of your total course mark

Description:

Being able to assess your own skills and performance and that of your fellow team members is an important skill. Students will complete an online survey of their own and their team member's performance and contribution in the group assignment. The first survey will take place in week 6 to provide a 'health check' of how you think you are performing and how your team members view your performance. You will then be required to complete a second survey in week 12.

You will be able to view anonymous feedback provided by your peers once the survey has closed. The feedback provided by your peers will be useful for your own personal development and can be used as 'evidence' to support your self reflection in your written reflection document.

4.2.4. Final examination

Format: Exam

Due date: During UNSW Examination period 3 – 20 November

Weighting: 25% of your total course mark

Description:

The final examination is to test your knowledge of concepts, frameworks, and theoretical foundations. They will require you to have participated in both the case study workshops and tutorials as well as completing all assigned readings and the GLO-BUS® simulation. The examination will include a combination of short answer

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questions and case analyses. More detail about the final examination will be provided in the case analysis workshop in week 12.

4.3 Assessment Format

Your written assignments must be formatted as per the requirements below:

- Use 11pt or 12pt font
- 2.5 cm left margin
- 1.5 line spacing
- Leave a line between each paragraph
- Number each page
- Use Harvard method for referencing - more information can be found on the UNSW Business School EDU website

4.4 Assignment Submission Procedure

The individual written assignment (case study report) and weekly case study preparation should be submitted via the appropriate TurnItIn box on the course website as either a Word or PDF document.

Submission of the assignment in TurnItIn students is taken as indication of your agreement to the following statement. This electronic consent replaces the assignment cover sheet.

I/we declare that this assessment item is my/our own work, except where acknowledged, and has not been submitted for academic credit elsewhere, and acknowledge that the assessor of this item may, for the purpose of assessing this item:

Reproduce this assessment item and provide a copy to another member of the University; and/or,

Communicate a copy of this assessment item to a plagiarism checking service (which may then retain a copy of the assessment item on its database for the purpose of future plagiarism checking).

I/we certify that I/we have read and understood the University Rules in respect of Student Academic Misconduct.

4.5 Special Consideration, Late Submission and Penalties

You must submit all assignments for your course. A penalty of 10% for each day the assignment is late will be applied.

If you suffer serious illness or misadventure that affects your course progress you should contact the Lecturer In Charge as soon as possible. Where this impacts on your ability to meet an assigned deadline you should send an email to the Lecturer in Charge to seek an extension.

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. In circumstances where this is not possible, students must complete the UNSW Special Consideration.

Note: A request for an extension does not guarantee that you will be granted one.

For information on Special Consideration please refer to the Business School's [Course Outlines Policies webpage](#).

4.6 Protocol for viewing final exam scripts

The UNSW Business School has set a protocol under which students may view their final exam script. Please check the protocol [here](#).

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

Textbook (recommended) available in the UNSW Bookshop and library high-use collections:

Segal-Horn, S. and Faulkner, D. (2010) *Understanding Global Strategy*. Cengage Learning, Andover, Hampshire.

Case studies: Weekly (compulsory) case studies are available on the course website (Moodle).

Compulsory: GLO-BUS® Business Simulation: Resources, including team member guides are available through on-line registration. More detail will be provided in the first Case Study workshop on how to access the simulation.

The website for this course is on Moodle at:

<http://moodle.telt.unsw.edu.au>

It is highly recommended that students read either or both of the following documents about learning with the Case Study method available on the course Moodle site prior to the lecture in Week 2.

Case study Method:

Haywood-Farmer, J.S. An Introductory Note on the Case Method

Hammond, J.S. Learning by the Case Method

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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 myExperience survey is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through a mid-semester survey and end of semester myExperience responses. Feedback from previous students indicated that students found the strategy simulation an important feature of their learning in this course. As a result of this feedback, this year we have further enhanced the prominence and importance of the simulation by redesigning the weekly tutorials to focus exclusively on the simulation. The 'large class lectures' have been replaced with the weekly Case Study Workshops to provide further opportunities for students to make the link between theory and practice as well as enhancing critical thinking and decision making skills.

7 COURSE SCHEDULE

Week	Lecture Topic	Tutorial Topic	Other Activities/ Assessment
Week 1 24 July	Introduction: strategy in the 21 st century	<i>NO TUTORIALS</i>	
Week 2 31 July	The world of Global Business	Introductions and networking	
Week 3 7 August	Designing a global strategy: Multiple perspectives, governance and ethics	Simulation workshop	Glo-bus Practice Round 1
Week 4 14 August	Analysing the External and Internal Environment	Debrief Practice round 1	Glo-bus Practice Round 2
Week 5 21 August	The process of Internationalisation	Debrief Practice round 1	Glo-bus round 1
Week 6 28 August	Designing a global organisation, Emerging players, SMEs and Born Globals	Group debrief – round 1	Glo-bus round 2 Self & peer evaluation 'health check'
Week 7 4 September	Optional – Written assignment workshop	Group debrief – round 2	Glo-bus round 3
Week 8 11 September	Global Network: Cooperation and Competition	Group debrief – round 3	Glo-bus round 4
Week 9 18 September	Corporate Strategy: Diversification, Mergers and Acquisitions	Group debrief – round 4	Glo-bus round 5
Mid-semester break: 23 September – 2 October inclusive (2 Oct = Labour Day Public Holiday)			
Week 10 3 October	Global Innovation and Learning Strategies	Group debrief – round 5	Glo-bus round 6 Case study report
Week 11 9 October	The future of the global firm: challenges and future scenarios	Group debrief – round 6	Glo-bus round 7 Self & peer evaluation
Week 12 16 October	Wrap up, recap, exam preparation	Group debrief – round 7	
Week 13 23 October	NO LECTURES	NO TUTORIALS	Self reflection

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