



UNSW Course Outline

MGMT3101 International Business Strategy - 2024

Published on the 13 May 2024

General Course Information

Course Code : MGMT3101

Year : 2024

Term : Term 2

Teaching Period : T2

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Management and Governance

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

This course covers the fundamentals of strategic management from the perspective of both large and small organisations operating internationally. It thus builds directly on prior studies in international business and focuses on corporate and business level strategies, rather than

functional strategies. Particular emphasis is given to the dynamics of the competitive environment and emerging trends and issues in organisation studies and international business.

Course Aims

The course aims to provide students with advanced knowledge about the field of international business strategy and equip students with professional skills to use the knowledge in practices.

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. The course brings together the leading scholarly thoughts (i.e. theoretical principles) on the economic basis of international business strategy. The course pays particular attention to the strategic issues facing multinational enterprises today, including how to organize a variety of international business activities, how to manage international alliances and how to make sense of the impact of information technology on IB strategies. While these principles constitute the basis for systematic examination of international 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 your 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 tutorial discussions, presentations and assignments.

Relationship to Other Courses

MGMT 3101 brings together scholarly thoughts (i.e. theoretical principles) on international business strategy. It highlights strategic issues facing global enterprises, including industry environments, firm specific resources, international institutions, how to enter foreign markets, how to manage international alliances and how to structure an organization in ways that fit a global strategy. The successful application of the concepts and theories introduced in this course depends on your ability to use them in a particular situation that a firm faces. Students should use the theories, concepts and frameworks discussed in the lectures, to apply them in tutorial discussions, presentations and assignments. MGMT 3101 builds on and extends concepts learnt in MGMT 1101 (International Business Environment) and MGMT 2101 (International Business and Multinational Operations). It complements MGMT 3102 (Asia Pacific Business).

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Use concepts, theories and frameworks of strategic management in the context of international business to make business decisions	• PLO1 : Business Knowledge
CLO2 : Evaluate key ethical, environmental and social issues in global businesses and their implications in business decisions	• PLO1 : Business Knowledge • PLO5 : Responsible Business Practice
CLO3 : Construct business decisions in the global business context considering various stakeholder perspectives	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication
CLO4 : Examine the cultural impact facing business ventures that are expanding into the global business environment	• PLO1 : Business Knowledge • PLO6 : Global and Cultural Competence
CLO5 : Operate collaboratively with team members to achieve objectives effectively and reflect critically on the process and outcomes	• PLO3 : Business Communication • PLO4 : Teamwork

Course Learning Outcomes	Assessment Item
CLO1 : Use concepts, theories and frameworks of strategic management in the context of international business to make business decisions	• Key concept knowledge • Simulation Presentation • Reflection
CLO2 : Evaluate key ethical, environmental and social issues in global businesses and their implications in business decisions	• Forum discussion activity
CLO3 : Construct business decisions in the global business context considering various stakeholder perspectives	• Reflection
CLO4 : Examine the cultural impact facing business ventures that are expanding into the global business environment	• Forum discussion activity • Simulation Presentation
CLO5 : Operate collaboratively with team members to achieve objectives effectively and reflect critically on the process and outcomes	• Simulation Presentation

Learning and Teaching Technologies

Moodle - Learning Management System | Zoom

Learning and Teaching in this course

The learning apparatus in this course consists of lectures and tutorials. The teaching approach adopted in this course is based on active student participation by way of knowledge sharing, interchange and experiential learning. Lectures will expound the appropriate theoretical content and provide a nuanced analysis of both concepts, frameworks and applied materials. Tutorials will be oriented towards 'application of knowledge' through interactive discussion of the text and cases. Activities in the form of case studies, real world examples, scenarios, videos and interactive endeavors will require your participation and contributions to class and group learning. You will be provided with theoretical knowledge and frameworks specific to the course and its sub-topics, and cases to resolve. You are expected to contribute to the learning process by critically evaluating the information presented, and by relating theories and concepts discussed in class to your own knowledge. The course will include several guest lectures where industry practitioners from leading companies will share their knowledge and experience of managing international organizations.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Key concept knowledge Assessment Format: Individual Short Extension: Yes (3 days)	20%	Start Date: Not Applicable Due Date: 28/06/2024 04:00 PM Post Date: 14/06/2024 12:00 AM	• PLO1 : Business Knowledge • PLO5 : Responsible Business Practice
Forum discussion activity Assessment Format: Individual	15%	Start Date: Not Applicable Due Date: Week 2: 03 June - 09 June, Week 3: 10 June - 16 June, Week 4: 17 June - 23 June, Week 5: 24 June - 30 June, Week 7: 08 July - 14 July, Week 8: 15 July - 21 July Post Date: 27/05/2024 12:00 AM	• PLO1 : Business Knowledge • PLO3 : Business Communication
Simulation Presentation Assessment Format: Group	30%	Start Date: Not Applicable Due Date: Week 5: 24 June - 30 June, Week 7: 08 July - 14 July, Week 8: 15 July - 21 July, Week 9: 22 July - 28 July, Week 10: 29 July - 04 August Post Date: 14/06/2024 12:00 AM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO4 : Teamwork
Reflection Assessment Format: Individual Short Extension: Yes (3 days)	35%	Start Date: 26/07/2024 12:00 AM Due Date: 02/08/2024 04:00 PM	• PLO1 : Business Knowledge • PLO3 : Business Communication • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence

Assessment Details

Key concept knowledge

Assessment Overview

Task to assess students' knowledge of course content.

Key concept knowledge assesses: PLO1, PLO5

Course Learning Outcomes

- CLO1 : Use concepts, theories and frameworks of strategic management in the context of international business to make business decisions

Detailed Assessment Description

Task to assess students' knowledge of course content.

Key concept knowledge assesses: PLO1, PLO5

Assessment Length

500 words (+/- 10%) (excluding title page, references & appendixes)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Forum discussion activity

Assessment Overview

Class forum activities to help students learn course content.

Forum discussion activity assesses: PLO1, PLO3

Course Learning Outcomes

- CLO2 : Evaluate key ethical, environmental and social issues in global businesses and their implications in business decisions
- CLO4 : Examine the cultural impact facing business ventures that are expanding into the global business environment

Detailed Assessment Description

Forum discussion on Moodle.

Forum discussion activity assesses: PLO1, PLO3

Assessment Length

Per contribution max 200 words

Assignment submission Turnitin type

This is not a Turnitin assignment

Simulation Presentation

Assessment Overview

Presentation to help students apply course content to businesses.

Simulation Presentation assesses: PLO1, PLO2, PLO3, PLO4

BCom students: myBCom course points for PLO2, PLO4

Course Learning Outcomes

- CLO1 : Use concepts, theories and frameworks of strategic management in the context of international business to make business decisions
- CLO4 : Examine the cultural impact facing business ventures that are expanding into the global business environment
- CLO5 : Operate collaboratively with team members to achieve objectives effectively and reflect critically on the process and outcomes

Detailed Assessment Description

Presentation to help students apply course content to businesses.

Assessment Length

20-minutes presentation + 10-minutes Q&A

Assessment information

Group presentations will be in week 5, 6, 8, 9 and 10.

Assignment submission Turnitin type

This is not a Turnitin assignment

Reflection

Assessment Overview

Report to help students reflect on course content.

Reflection assess: PLO1, PLO3, PLO5, PLO6

BCom students: myBCom course points for PLO6

Course Learning Outcomes

- CLO1 : Use concepts, theories and frameworks of strategic management in the context of international business to make business decisions
- CLO3 : Construct business decisions in the global business context considering various

stakeholder perspectives

Detailed Assessment Description

Report to help students reflect on course content.

Reflection assess: PL01, PL03, PL05, PL06

BCom students: myBCom course points for PL06

Assessment Length

500 words (+/- 10%) (excluding title page, references & appendixes)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

General Assessment Information

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Short extensions are not available for all assessments in this course. Requests for extensions for all assessment must be applied through UNSW's special consideration unit (<https://www.student.unsw.edu.au/special-consideration>).

Grading Basis

Standard

Requirements to pass course

In order to pass this course students must:

- Achieve a composite mark of at least 50 out of 100
- Engage actively in course learning activities and attempt all assessment requirements

- Meet any additional requirements specified in the assessment details
- Meet the specified attendance requirements of the course

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Lecture	Introduction
	Tutorial	Class set-up, introduction Glo-bus, team formation, register Glo-bus
	Other	(After class activities) Watch Video (Glo-bus introduction & read participant guide) Practice round 1
Week 2 : 3 June - 9 June	Lecture	Managing industry competition and leveraging resources and capabilities
	Tutorial	Glo-bus operation workshop Glo-bus operation practice and early (review) task preparation
	Other	(After class activities) Practice round 2 Read Meyer et al. (2009) for tutorial in week 3. Forum discussion topic 1 (input to Moodle discussion forum)
Week 3 : 10 June - 16 June	Lecture	Strategizing across institutions and cultures
	Tutorial	Glo-bus operation practice and early (review) task preparation Discussion forum topic 1
	Other	(After class activities) Formal round 1 Forum discussion topic 2 (input to Moodle discussion forum) Read: Röell, C., Arndt, F. & Kumar, V. (2024) A Blessing and a Curse: Institutional Embeddedness of Longstanding MNE Subsidiaries in Emerging Markets, <i>A Blessing and a Curse: Institutional Embeddedness of Longstanding MNE Subsidiaries in Emerging Markets</i> (wiley.com)
Week 4 : 17 June - 23 June	Lecture	Entering foreign markets
	Tutorial	Practice rounds review Stakeholder presentation preparation Forum discussion topic 2
	Other	(After class activities) Formal round 2 Forum discussion topic 3 (input to Moodle discussion forum)
Week 5 : 24 June - 30 June	Lecture	Making strategic alliances and networks work
	Tutorial	Group 1 presentation Forum discussion topic 3
	Other	(After class activities) Formal round 3 Forum discussion topic 4 (input to Moodle discussion forum)
Week 7 : 8 July - 14 July	Lecture	Ethics in international business
	Tutorial	Group 2 presentation Forum discussion topic 4
	Other	(After class activities) Formal round 4 Forum discussion topic 5 (input to Moodle discussion forum)
Week 8 : 15 July - 21 July	Lecture	Corporate social responsibility and sustainability
	Tutorial	Group 3 presentation Forum discussion topic 5
	Other	(After class activities) Formal round 5
Week 9 : 22 July - 28 July	Lecture	Structuring the global organization
	Tutorial	Group 4 presentation
	Other	(After class activities) Formal round 6
Week 10 : 29 July - 4 August	Lecture	Managing the global corporation
	Tutorial	Group 5 presentation Q&A
	Other	(After class activities) Formal round 7

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

Please refer to the class Moodle site for further information.

Course Resources

Prescribed Resources

The recommended (but not compulsory) textbooks for the course are:

Peng, M.W. (2022) Global Strategy, South Western, Mason, USA (selected chapters)

Hill, C.W.L. (2021) International Business. Competing in the Global Marketplace. 13e. McGraw-Hill Education, New York (selected chapters)

Additional readings will be listed on moodle as required.

Recommended Resources

See above

Additional Costs

N/A

Course Evaluation and Development

This course has developed over many years using student feedback on content, assessments and delivery. We seek feedback each term from students on ways to further enhance the student experience and learnings.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Christiaan Roe II		542 (level 5)		By email appointment	No	Yes
Tutor	Marloes Koren dijk				By email appointment	No	No
	Amir Chiti Zadeh				By email appointment	No	No

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support page](#).

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and](#)

support page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current](#)

[Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.

2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be

provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

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.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.