



MGMT29011 *International Business, Strategy* and *Corporate Transformation*

Term 2 - 2023

Profile information current as at 11/05/2024 01:55 am

All details in this unit profile for MGMT29011 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

Businesses are at the dawn of a fourth industrial revolution, propelled by frontier technologies and robotization advances that make the production better, cheaper and faster than ever before. This new industrial revolution offers enormous opportunities for businesses to grow and gain sustainable development with potential benefits on a scale that is difficult to imagine. New technologies promise possibilities of industrial upgrading and leapfrogging. Reconfiguration of world businesses environment, cheaper transportation and communication, coupled with more efficient logistics now help businesses to establish links to new global value chains. Strategic intuitiveness and ability to quickly manage change is key to gain competitive positioning in the global context. As the capstone unit, you will integrate prior functional and interpersonal knowledge and skills acquired in previous units of the Master of Business Administration and examine international business practices and strategic management processes at an advanced level in different kinds of organisations. You will use your advanced level of knowledge and skills to analyse how organisations develop future strategies which are influenced by domestic and international pressures. By considering the challenges facing contemporary businesses, you will examine how international business theories, strategic management concepts, frameworks and tools are used by business executives to develop a business plan and implement effective corporate transformation.

Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Prerequisite: A minimum of 48 credit points from MBA units. Students enrolling in this unit must be undertaking the CL84 Master of Business Administration (International).

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 2 - 2023

- Jakarta

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Residential Schools

This unit has a Optional Residential School for distance mode students and the details are:

Click here to see your [Residential School Timetable](#).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Group Work**

Weighting: 40%

2. **Report**

Weighting: 60%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Self-reflection by unit coordinator

Feedback

More organized interactions on theWhatsapps platform, the de-facto favourite channel for students.

Recommendation

Continue with the lecture and workshop model. To increase interactions and offer opportunities for students learning, options for face-to-face consultations outside the regular sessions could be considered.

Feedback from Feedback from students

Feedback

Indonesian and Asian business cases are preferred

Recommendation

A recently published textbook will be selected with contemporary cases. Cases will be chosen for discussions at workshops in consultation with the Australian Unit Coordinator.

Feedback from Unit coordinator

Feedback

Quality of students' written work

Recommendation

Provide comprehensive feedback on assessments based on assessment criteria to help the student understand their shortcomings. Conduct a special workshop on academic writing, the use of journal articles, business reports, and referencing style.

Feedback from Unit coordinator

Feedback

Time management by full-time employed students.

Recommendation

Provide pastoral support to the students about the importance of good time management and term planning to further help them succeed in their studies while working.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Critically evaluate concepts and principles of international business, strategic management and corporate transformation
2. Analyse and integrate specialist knowledge pertinent to global business and economic complexity
3. Apply cognitive and technical skills to reflect on and synthesise complex problems and apply strategic frameworks to develop and implement business strategies
4. Communicate corporate strategy highlighting the effects of decisions on business performance
5. Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

Alignment of Learning Outcomes, Assessment and Graduate Attributes

| | | | | | |
|---|--|--|--|--|--|
|  N/A Level |  Introductory Level |  Intermediate Level |  Graduate Level |  Professional Level |  Advanced Level |
|---|--|--|--|--|--|

Alignment of Assessment Tasks to Learning Outcomes

| Assessment Tasks | Learning Outcomes | | | | |
|-----------------------------|-------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1 - Group Work - 40% | • | • | • | • | • |
| 2 - Report - 60% | • | • | • | • | • |

Alignment of Graduate Attributes to Learning Outcomes

| Graduate Attributes | Learning Outcomes | | | | |
|---|-------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| 1 - Knowledge | ◦ | ◦ | ◦ | ◦ | ◦ |
| 2 - Communication | ◦ | ◦ | | ◦ | ◦ |
| 3 - Cognitive, technical and creative skills | ◦ | ◦ | ◦ | ◦ | ◦ |
| 4 - Research | ◦ | | ◦ | ◦ | ◦ |
| 5 - Self-management | | ◦ | | ◦ | ◦ |
| 6 - Ethical and Professional Responsibility | ◦ | | ◦ | ◦ | ◦ |
| 7 - Leadership | | ◦ | ◦ | | |
| 8 - Aboriginal and Torres Strait Islander Cultures | | | | | |

Textbooks and Resources

Textbooks

MGMT29011

Prescribed

Global Business

Edition: 23rd (2022)

Authors: Peng, W

Cengage Learning

New York , New York , USA

ISBN: 9780357716403

Binding: Paperback

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

No referencing style set.

Teaching Contacts

Arief Suharko Unit Coordinator

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Schedule

Week 1 Introduction to International Business Strategy and Corporate Transformation - 10 Jul 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Globalisation and Changing Political, Social, Environmental, Economic, and Business Landscape.

- Globalisation and its Discontents
- Current Debates on Globalisation and Emergence of New Trading Blocks.
- Global Business Environment.
- Challenges and Opportunities for International Businesses.

Prescribed Readings

Peng, W. M. (2023) Global Business, Fifth Edition, 2023, Cengage., Boston, USA. Chapter 1.

Hill, C. (2021), International Business - Competing in the Global Market Place, 13th Edition, Chapter 1.

Extra Readings

Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J.

(2022). Crafting and Executing Strategy- Concepts and Cases, 22nd Edition, McGraw Hill Education, New York. Chapters 1 & 2.

McKinsey & Company (2021), Organizing for the future: Nine keys to becoming a future-ready company, January.

World Investment Report 2022.

World Economic Forum Report 2023.

The Moodle site contains key documents relating to each week's tasks and readings. for independent study,

In week one, we will discuss the shifts in the international business environment and the emerging approaches and trends. We will also discuss the complexities arising from the Russia and Ukraine Wars and the Shifts in the business environment, the nature of global competition, and factors that influence the international business strategic decision-making process.

Please note: In week two, you are supposed to form groups for a case study discussion and presentation. Selected cases will be referred to the Moodle site for your information.

You need to be a member of a group and select a case for group work.

When contacting any member of the teaching team, please ensure the following:

1. Use your CQU student email address.
2. Include a subject line, which contains the unit code (MGMT20133).
3. Clearly state your name and student ID in the email.
4. Make sure you professionally write your email.

Week 2 Understanding Formal Institutions, Politics, Laws and Economics and the Emerging Global Business Environment - 17 Jul 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--|---|---|
| <p>Understanding External Environmental Factors and Their Impact on Corporate Transformation.</p> <ul style="list-style-type: none"> • Institutions, Firms, and Business Behaviour • Drivers of Economic Development • Six Components of the Macro-environment • Strategic Framework for Assessing the Process of Corporate Transformation • Tools and Models to Assess the Nature of Competition in a Particular Industry and Country. | <p>Prescribed Readings</p> <p>Peng, W. M. (2023) Global Business, Fifth Edition, 2023, Cengage., Boston, USA. Chapters 2 & 3.</p> <p>Hill, C. (2021), International Business - Competing in the Global Market Place, 13th Edition, Chapters 2, 3 & 4.</p> <p>Extra readings</p> <p>Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). Crafting and Executing Strategy- Concepts and Cases, 22nd Edition, McGraw Hill Education, New York. Chapter 3.</p> <p>McKinsey & Company (2020), Organizing for the Future: Why now? June.</p> <p>Executive Summary of the World Investment Report, 2022.</p> | <p>In week two, we will discuss the macroenvironmental factors affecting international business, corporate transformation, the nature of competition and the key challenges businesses are confronting. Students should be able to recognise the factors in a company's broad macroenvironment that may have strategic significance and identify analytic tools to diagnose the competitive conditions in an industry. and map the opportunities and threats for growth and profitability.</p> <p>Cases for Workshop 2.</p> <ol style="list-style-type: none"> 1. Are US Multinationals Good for Emerging (Closing Case: Emerging Markets, (Peng, 2023) pp. 29-30. 2. Corruption in Brazil, Hill (2021), pp. 53-54. 3. Australia versus Facebook (Opening Case), pp.35 -36, (Peng, 2023). <p>Please Note: Questions for class discussion in week 2, will be posted on the Moodle site in week 1.</p> |

Week 3: Evaluating a Company's Resources, Capabilities, and Competitiveness - 24 Jul 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Evaluating a Company's Resources, Capabilities, and Competitiveness.

- What to look for in assessing a company's capabilities and competencies
- Value Chain and Outsourcing
- From SWOT to VRO
- Dynamic capability

Prescribed Readings:

Peng, W. M. (2023) *Global Business*, Fifth Edition, 2023, Cengage., Boston, USA. Chapter 4.

Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition, McGraw Hill Education, New York. Chapter 4.

In week 3, we will discuss issues and concepts relating to company resources and competencies. Strategy tools will be discussed to learn how to assess the company's strengths, weaknesses, threats, and opportunities.

All students are required to read the case for the workshop.3.

Cases for the workshop.

1. The Future of Automobile Industry (Integrative Case 1.2, pp 125126, In Peng (2023).

2. Alam Q. & Chowdhury, M. (2016), Virgin Australia, in *Global Positioning: Sustainability and Value Co-creation*, TILDE University Press, Melbourne, pp. 257-272.

Week 4: International Business Theories and Corporate Strategic Planning for Competing in the International Markets, Part A - 31 Jul 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--|---|--|
| International Business Theories: <ul style="list-style-type: none">• Theories of International Trade,• Product life-cycle Theory.,• New Trade Theory.,• Theory of National Competitive Advantage (Diamond Model). | Prescribed readings Peng, W. M. (2023), <i>Global Business</i> , 5th edition, Cengage Learning, Chapters 5 & 6. Hill, C. (2021), <i>International Business - Competing in the Global Market Place</i> , 13th Edition, Chapter 6. Raymond Vernon's Product Life Cycle Theory (to be posted on the Moodle site) . Michael Porter's Diamond Model: Why Some Nations Are Competitive And Others Are Not. (article to be posted on the Moodle site) | In week 4, we will discuss theories of international trade and three major theories of international business. In the workshop, two cases will be discussed to understand various features of strategies pursued by companies. You are required to read the following two cases for discussion, prior to the workshop/tutorial: Cases for workshop 1. Automobile FDI in Brazil and Mexico, Integrative case 2.5, in Peng (2023), pp. 295-296. 2. The Netherlands: An Agricultural Superpower, in Peng, (2023), pp. 164-165, |

Week 5: International Business Theories and Corporate Strategic Planning for Competing in the International Markets, Part B - 07 Aug 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

International Business Theories and Corporate Strategies in Changing Business Environment.

- The Eclectic Paradigm (OLI)
- Path-dependency Theory
- National Institution and International Trade
- Stakeholder Theory

Hill, C. (2021), International Business - Competing in the Global Market Place, 13th Edition, Chapter 12.

Dunning, J. (2001), The Eclectic (OLI) Paradigm of International Production: Past, Present, and Future, International Journal of the Economics of Business, 8:2, 173-190, DOI: 10.1080/13571510110051441.

Narula, R. and Dunning, J.H. (2009), Multinational enterprises, development and globalisation: Some clarifications and a research agenda, United Nations University.UNU-MERIT Working Papers ISSN 1871-9872.

Parmar, B., Freeman, E., Harrison, J., Wicks, Purnell, L. & Simone de Colle (2010), Stakeholder Theory: The State of the Art, The Academy of Management Annals, 4(1), pp. 403-445.

Friedman, L. A., and Milles, S. (2002) Developing Stakeholder Theory, Journal of Management Studies 39:1 January, pp.0022-2380.

In week 5, we will discuss international business theories, and explain how and why companies pursue business expansion strategies for different markets.

The principal features of the following theories will be discussed.

Cases for the workshop:

1. Nordic Multinational (Focus 6.1), in Peng (2023), p. 197.
2. Case: Lenovo (posted on the Moodle site).
3. Advantages and disadvantages of FDI in developing countries.1. Who Can Win Trade Wars?: Closing Case, Peng (2023), pp. 186-188..

Vacation Week - 14 Aug 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|-----------------------------------|-----------------------------------|-----------------------------------|
| No classes will be held this week | No classes will be held this week | No classes will be held this week |

Week 6: International Business Strategies - 21 Aug 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Generic Business Strategies

- Low-cost Strategy, Differentiation Strategy, Niche Strategy, & Best-cost Strategy

International Strategies

- Global Strategy, International Strategy, Transnational Strategy, and Multidomestic Strategy

Prescribed Readings:

Peng, M. (2023), *Global Business*, 5th edition, Cengage Learning, Chapter 11 (Starting International Business).

Hill, C (2020), *International Business - Competing in the Global Market Place*, 13th Edition, Chapter 12.

Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition, McGraw Hill Education, New York. Chapter 5

Case Presentation

Each group is required to work together on a case and prepare a report based on some selected questions. Each group member is required to present a defined task (question) in class/online. The group is required to submit a group report and the slides on the assessment submission link on the due date. All group members must allocate tasks and work collaboratively to make quality presentations. and prepare a group report for submission.

Questions on cases will be posted on the Assessment 1 link on the Moodle site.

Groups are required to select a business case from a list recommended by the Unit Coordinator.

Groups are required to get prior approval from the Unit Coordinator on their chosen business cases.

Each group member will make a 10 minutes presentation followed by a Q&A during the workshop/tutorial.

The Unit Coordinator will moderate the presentation session and provide feedback on each presentation.

Presentation on a Business Case and Submission of a Group Written Report Due: Week 6 Friday (25 Aug 2023) 11:45 pm Indonesian Time.

Presentation on a Business Case and Submission of a Group Written Report Due: Week 6 Friday (25 Aug 2023) 11:45 pm AEST

Week 7: Foreign Market Entry Strategies - 28 Aug 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|--|---|
| Foreign Market Entry Strategies: | <p>Prescribed Readings:</p> <p>Peng, W. M. (2023), <i>Global Business</i>, Fifth Edition, 2023, Cengage., Boston, USA. Chapters 11 & 12.</p> <p>Hill, W. C (2021), <i>International Business -Competing in the Global Market Place</i>, 13th Edition, Chapters 12, 13, 14, & 15.</p> <p>Additional Readings:</p> <p>Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). <i>Crafting and Executing Strategy- Concepts and Cases</i>, 22nd Edition, McGraw Hill Education, New York. Chapter 7.</p> <p>UNCTAD (2021) <i>World Investment Report 2022</i> (Executive Summary).</p> <p>World Economic Forum (2022), <i>Global Risks Report 2022..</i></p> | <p>Discussion on how to use international business theories in selecting a market for expansion.</p> <p>Identification of the recent investment trends and market attractiveness.</p> <p>Discussion on various market entry modes.</p> <p>Cases for the workshop:</p> <ol style="list-style-type: none"> 1. Rebranding of Hindustan Lever Limited, Peng (2023), pp. 445-446. 2.. Japanese Multinationals in Emerging Economies, Peng (2023), pp. 470-471. |
| <ul style="list-style-type: none"> • Where to Enter? • When to Enter? • How to Enter? • Modes of Market Entry into Foreign Markets • Competing in the Developing Country Markets | | |

Week 8: Corporate Strategy - Diversification and the Multibusiness Company - 04 Sep 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

- Corporate Strategies
- Foreign Direct Investment (FDI) and Business Diversification.
 - Multinational Enterprises from Emerging Economies.
 - Inward and Outward FDI.

Prescribed Readings:

Peng, W. M. (2023) *Global Business*, Fifth Edition, 2023, Cengage., Boston, USA. Chapter 6.

Hill, C. (2021), *International Business - Competing in the Global Market Place*, 13th Edition, Chapter 15.

Additional Readings:

Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition, McGraw Hill Education, New York. Chapter 8.

The cases for workshop discussion.

1. India's Outward Foreign Direct Investment Compared with China, Peng (2023), pp. 208-209.
2. International Monetary Fund versus New Development Bank and Asian Infrastructure Bank, Peng (2023), pp. 231-233 .

Make sure you read the chapters and the case to understand the main features of the new investment strategy, factors that companies consider for diversification and building collaborative business partnerships.

Week 9: How to Build Organisational Capability to Operate in the Global Market - 11 Sep 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--|--|--|
| How to Build Organisational Resources and Capabilities to Operate Execute Corporate Strategies. | Prescribed Readings: Peng, W. M. (2023) <i>Global Business</i> , Fifth Edition, 2023, Cengage., Boston, USA. Chapters 14, 15 & 16, Hill, C. (2021), <i>International Business - Competing in the Global Market Place</i> , 13th Edition, Chapters 15 & 16. Extra readings Meyer K.E. ed.. (2008), <i>Multinational Enterprises and Host Economies</i> (2 Vols) Cheltenham: Elgar. UNCTAD (2022) <i>World Investment Report</i> , Geneva, United Nations (A rich source for FDI data). McKinsey Report (2022), <i>Economic conditions outlook</i> , June 2022. | Cases for the workshop: 1. Spanish MNEs enter the global stage, In Peng, (second edition) p. 151-154. (to be posted). 2. Tata Motors and Exporting, In Hill, 2021, pp.649. 3. Alibaba's Global Supply Chain, in Hill, 2021, p. 650. 4. How do Supply Chains and Marketing Adapt to Cope with COVID-19?, Peng (2023), pp. 487-488. |
| <ul style="list-style-type: none"> • Components of Business Strategy Execution. • Global Production, Outsourcing, and Logistics. • Global Marketing and Supply Chain Strategy. • Global Human Resource Management. | | |

Week 10: Business Operation under Global Integration and Multilateral Organisations - 18 Sep 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--|--|---|
| Managing Global Activities for Corporate Strategy Implementation. | Prescribed Readings: Peng, W. M (2023) <i>Global Business</i> , Fifth Edition, 2023, Cengage., Boston, USA. Chapters 8 & 12. Hill, C. (2021), <i>International Business -Competing in the Global Market Place</i> , 13th Edition, Chapters 8, 9 &13. McKinsey (2022), <i>Overcoming Global Supply Chain Challenges</i> , April 28. | Discussion on Assignment 2 (Strategic Business Plan): How to write a strategic Business plan. Cases for the workshop: 1. China Versus United States at the WTO, in Peng (2023), pp. 276-277. 2. Fang, T. & Lewander, M. (2023), <i>The Global Success of Swedish Music Integrative case 2.1</i> , in Peng (2023), pp. 279-281. |
| <ul style="list-style-type: none"> • The Multilateral Trade System. • The Multilateral Monetary System. • Regional and Bilateral Economic Integration. • Global and Regional Integration |  <p>April 28, 2022 Video</p> | |

Week 11: Managing Corporate Social Responsibility Globally - 25 Sep 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Corporate Social Responsibility for Multinational Enterprises

- Institutions and Corporate Social Responsibility
- Defensive Strategy
- Accommodative Strategy
- Proactive Strategy
- Domestic VS Overseas Social Responsibility
- Race to the Bottom VS Race to the Top.
- The Three Bottom Line: Three Measures of Company Performance

Prescribed Readings:

Peng, W.M (2023), *Global Business*, Fifth Edition, 2023, Cengage., Boston, USA. Chapter 17.

Hill, C. (2021), *International Business - Competing in the Global Market Place*, 13th Edition, Chapters 4 & 5.

McKinsey & Company (2020), *From there to here: 50 years of thinking on the social responsibility of business*, September.

Additional Reading:

Thompson, A.A., Peteraf, M.A., Gamble, J.E. and Strickland, A.J. (2022). *Crafting and Executing Strategy- Concepts and Cases*, 22nd Edition, McGraw Hill Education, New York. Chapter 9.

Cases for the workshop:

1. Integrative case 4.4, Dallas Versus Delhi, in Peng (2023), pp. 598.
2. Integrative Case 4.5, Samsung's Global Strategy Group, in Peng (2023), pp. 599-601.

Week 12: Corporate Transformation in a New Global Economic Order - 02 Oct 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--|--|---|
| <ul style="list-style-type: none"> • Reconfiguration of Business Strategies in the Post-COVID-19 World Economy, • Shifts in International Trade and Investment Policies • War in Ukraine and its Impact on the Global Economy • The New Economic Geography and International Trade and Investment Environment. | <p>World Economic Forum Reports 2023.</p> <p>Global Alliance and International Trade.</p> <p>UNCTAD (2021), World Investment Report 2022.</p> | <p>Discuss the recent changes in the international business environment in the post-European war environment. The disruption in the global value chain, the nature of foreign direct investment trends, and emerging trade disputes in various parts of the world.</p> <p>A STRATEGIC BUSINESS PLAN FOR THE BOARD OF DIRECTORS OF A COMPANY Due: Week 12 Friday (6 Oct 2023) 11:45 pm AEST</p> |

Review/Exam Week - 09 Oct 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------------------------|---------|------------------------------|
| Exam Week - 16 Oct 2023 | | |
| Module/Topic | Chapter | Events and Submissions/Topic |

Assessment Tasks

1 Presentation on a Business Case and Submission of a Group Written Report

Assessment Type

Group Work

Task Description

Students are required to form groups consisting of 3-4 members. Each group will be given an existing business case to study. Each group needs to conduct a macro and micro business environment analysis, do research to collect the latest information on that company's business strategy, and market position and list the core competencies by using the five forces model, value chain analysis, and competitors' analysis. Each group member will have to make an individual presentation. Each member will be given marks for his/her presentation. The group members will allocate tasks to each member of the group. The total time for the presentation per member of a group is 10 minutes. Each group is required to write a group report and submit it on the due date along with presentation slides. As aspiring business managers, your task and role need to reflect your understanding, ownership, and leadership.

Weighting 40% weighting of the overall grade.

Individual presentation - 10 minutes (20 marks)

Written group report - (20 marks)

Group report - 2000 words maximum (excluding preliminaries, references, appendices, and tables/diagrams) - (20 marks)

One member of a group is required to submit the presentation slides and the written report.

Assessment Due Date

Week 6 Friday (25 Aug 2023) 11:45 pm AEST

Presentation in the workshop. Presentation slides and the report to be submitted via Moodle

Return Date to Students

Week 8 Friday (8 Sept 2023)

Feedback on group report and individual presentation will be provided on Feedback studio

Weighting

40%

Assessment Criteria

The students are required to conduct macroeconomic and industry analysis using international business concepts, theories, and tools. The students need to demonstrate their competency to analyse, evaluate and discuss theoretical concepts and principles of international business strategy. In their presentation and written assignment, the students should be able to articulate their arguments and clearly communicate their understanding of the complex nature of global business and economics. The students should demonstrate that they are able to interpret strategy and the effects of decisions on business performance. The students should be able to identify the product features and marketing strategies and assess the challenges.

Assessment criteria

1. Introduction (A brief history of the case/ organisation, its products and competitors (10%).
2. A macro and micro business environment analysis identifying the competitive position of the company (20%).
3. Identification of the core competencies and capabilities using relevant tools (such as Porter's Diamond Model, Dunning's OLI Model, SWOT Matrix, and Value Chain) (20%).
4. Critical analysis of the present strategies (10%)
5. Structure of presentation and report (20%)
6. Presentation style/communication (10%)
7. A full list of at least 10 references used in alphabetical order(10%).

As Master's students, you are required to engage in research consistent with the Australia Quality Framework (AQF) guidelines, that establish the standards for all CQUniversity's Masters's courses. Two specific requirements need to be considered: 1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and 2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning". Each Master's unit has a number of required readings in terms of academic texts, journals, and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals, and publications.

As post-graduate students, you are expected to research beyond this minimum standard through additional texts, journals, and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment).

Submission

Online Group

Submission Instructions

One member of a group is required to submit the group report and the presentation slides for the group. Please save and upload your file in a Word document via the assessment link on Moodle site

Learning Outcomes Assessed

- Critically evaluate concepts and principles of international business, strategic management and corporate transformation
- Analyse and integrate specialist knowledge pertinent to global business and economic complexity
- Apply cognitive and technical skills to reflect on and synthesise complex problems and apply strategic frameworks to develop and implement business strategies
- Communicate corporate strategy highlighting the effects of decisions on business performance
- Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

2 A STRATEGIC BUSINESS PLAN FOR THE BOARD OF DIRECTORS OF A COMPANY

Assessment Type

Report

Task Description

Each student is required to write a strategic business plan for the board of directors of a company. This is an individual assignment.

Each student should write a business plan for an existing business to expand in a foreign market or a different location

within the domestic market addressing the recent domestic and international business environment.

Please note: you are supposed to choose a business case by yourself. Prior permission from your Unit Coordinator is required.

Make sure you have access to the company's website and business reports for collecting relevant information. You are required to include the following points in your business report. This is important as each section of your report will be marked according to the weight (marks) assigned to that specific section (see marking rubric).

Weighting: 60% weighting of the overall grade

Word limit: 2500 words maximum (excluding preliminaries, references, appendices, tables, and diagrams).

Penalties apply for exceeding the word limit in the written part (1% mark will be deducted from the total mark for Assessment 2 for every 100 words over the allowed 2500-word limit).

Please read the detailed assessment guideline and marking rubric available on the unit's Moodle page before commencing work on the assessment.

Please note that you are required to use at least 15 quality references (Academic texts, journal articles, reports, books, etc.). As Masters's students, you are expected to research beyond this minimum standard through additional texts, journals, and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment).

Referencing Style

American Psychological Association 7th Edition (APA 7th edition)

Assessment Due Date

Week 12 Friday (6 Oct 2023) 11:45 pm AEST

A strategic business plan to set up a business in a foreign market or a different location with the domestic market

Return Date to Students

Exam Week Monday (16 Oct 2023)

Marks for assessment 2 will not be published before the results are finalised. Feedback will be available on feedback studio after the results are published.

Weighting

60%

Assessment Criteria

Weighing 60%.

Assessment Criteria

1. An executive summary of the business plan (5%).
2. An introduction covering the background of the business and the present strategic position. The purpose/objective of developing the business plan needs to be clearly defined (10%).
3. A market research report on the country of your choice with an interpretation and analysis of industry-specific issues. You are required to use relevant international business theories (20%).
4. Evaluation of competencies and present strategies of your company and identify the strengths that you like to utilise for your business expansion (10%).
5. Justification of future strategies for expansion with justification (20%).
6. Implementation policies that include market entry strategy, financial analysis, operational plan, and marketing strategies (15%).
7. Conclusion (10%)
8. References (at least 15) (10%)

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Submission

Online

Submission Instructions

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Learning Outcomes Assessed

- Critically evaluate concepts and principles of international business, strategic management and corporate transformation
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- Communicate corporate strategy highlighting the effects of decisions on business performance
- Demonstrate business acumen using appropriate strategic and transformative frameworks in a socially responsible manner.

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?

**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem