

# MGMT29011 *International Business, Strategy and Corporate Transformation*

## Term 1 - 2025

Profile information current as at 08/06/2026 03:30 pm

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 1 - 2025

- Jakarta
- Online

### 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).

### 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 Lecturer/tutor. Assessments

Feedback

Quality of assessment, especially English language

Recommendation

The importance of writing acceptable English needs to be highlighted to students on an ongoing basis. Students should be advised to seek support from the university's academic learning centre team.

#### Feedback from Lecturer

Feedback

Lecturers and workshops

Recommendation

The following should be incorporated: Shorter recorded lectures on specific topics/issues; workshops with Indonesian/Asian business cases and issues; debates and panel discussions on emerging business issues.

## 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 - First Nations Knowledges					
9 - Aboriginal and Torres Strait Islander Cultures					

## Textbooks and Resources

### Textbooks

MGMT29011

Prescribed

International Business: Competing in the Global Marketplace.

Edition: 14th (2022)

Authors: Charles, W.L. Hill.

Mcgraw-Hill.

New York , USA

ISBN: 1265038546 · 9781265038540

An e-book can be bought.

Price: \$79.84

MGMT29011

Supplementary

Global Business"

5th Edition (2023)

Authors: Mike W. Peng

Cengage

USA

ISBN: 978-0-3577-1640-3

[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

Stuart Danvers Unit Coordinator

[s.danvers@cqu.edu.au](mailto:s.danvers@cqu.edu.au)

## Schedule

Week 1 Introduction to International Business Strategy and Corporate Transformation - 10 Mar 2025

Module/Topic

Chapter

Events and Submissions/Topic

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

- Globalisation and International Business.
- Global Business Framework.
- Globalisation and Semiglobalisation.
- Current Debates on Globalisation and Emergence of New Trading Blocks.

Prescribed Readings  
 Hill, C. (2021), *International Business - Competing in the Global Market Place*, 13th Edition, Chapter 1.  
 Peng, W. M. (2023) *Global Business*, Fifth Edition, 2023, Cengage., Boston, USA. Chapter 1.  
 Additional Readings  
 Global Economic Form (2024), TradeTech: Catalysing Innovation January.  
 World Development Report 2023.  
 World Economic Forum Report 2024.

In week one, we will discuss the critical issues and contemporary challenges in the global business environment. We will also discuss the complexities arising from recent global conflicts and Shifts in the business environment, the nature of global competition, and factors that influence the strategic decision-making process in international business.

In week two, you are supposed to form groups for a case study discussion and presentation. Cases will be posted to the Moodle site for your selection. You must be a group member 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 that contains the unit code (MGMT20133).
3. Clearly state your name and student ID in the email.
4. Make sure you write your email professionally.

**Week 2 Understanding Formal Institutions, Politics, Laws and Economics and the Emerging Global Business Environment - 17 Mar 2025**

Module/Topic	Chapter	Events and Submissions/Topic
Understanding External Environmental Factors and Their Impact on Corporate Transformation. • Institutions, Firms, and Business Behaviour • Six Components of the Macro-environment • An Institutional-Based View of Global Business. • Strategic Framework for Assessing the Process of Corporate Transformation • Tools and Models to Assess the Nature of Competition in a Particular Industry and Country.	Prescribed Readings Hill, C. (2021), <i>International Business - Competing in the Global Market Place</i> , 13th Edition, Chapter 1. Peng, W. M. (2023) <i>Global Business</i> , Fifth Edition, 2023, Cengage., Boston, USA. Chapters 2 & 3. Additional Readings 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 3. Executive Summary of the <i>World Investment Report</i> , 2024.	We will discuss the macroenvironmental factors affecting international business, corporate transformation, the nature of competition and the key challenges companies face. Students should form groups for assessment 1 (Group case presentation) Cases for Workshop 2 1. India's Economic Transformation, in Hill (2021), p.80. 2. Poland: East Europe's Economic Miracle, in Hill (2021), p. 63.2.

**Week 3: Evaluating a Company's Resources, Capabilities, and Competitiveness - 24 Mar 2025**

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating a Company's Resources, Capabilities, and Competitiveness. • Understanding a company's resources and capabilities. • Value Chain and Outsourcing. • From SWOT to VIRO. • Dynamic capability.	Prescribed Readings: Peng, W. M. (2023) <i>Global Business</i> , Fifth Edition, 2023, Cengage., Boston, USA. Chapter 4. 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 4.	This week, we will discuss issues and concepts related to company resources and competencies. We will also examine strategy tools to learn how to assess the company's competencies, capabilities, and market position. Cases for the workshop. 1. The Future of Automobile Industry, Integrative Case 1.2, in Peng (2023), pp 125-126. 2. Boeing's Global Production System, in Hill (2021), p.8. 3. General Motors in China, in Hill (2021), p.p. 35-36.

**Week 4: International Business Theories and Corporate Strategic Planning for Competing in the International Markets,**

**Part A - 31 Mar 2025**

Module/Topic	Chapter	Events and Submissions/Topic
<p>International Business Theories:</p> <ul style="list-style-type: none"> <li>• Classical Theories of International Business.</li> <li>• Product life-cycle Theory.,</li> <li>• New Trade Theory.,</li> <li>• Theory of National Competitive Advantage (Diamond Model).</li> </ul>	<p>Prescribed readings</p> <p>Hill, C. (2021), <i>International Business - Competing in the Global Market Place</i>, 13th Edition, Chapter 6.</p> <p>Peng, W. M. (2023), <i>Global Business</i>, 5th edition, Cengage Learning, Chapters 5 &amp; 6.</p> <p>Raymond Vernon's Product Life Cycle Theory (to be posted on the Moodle site).</p> <p>Michael Porter's Diamond Model: Why Some Nations Are Competitive And Others Are Not. (article to be posted on the Moodle site).</p> <p>Dunning, J. (2001), The Eclectic (OLI) Paradigm of International Production: Past, Present, and Future, <i>International Journal of the Economics of Business</i>, 8:2, 173-190.</p>	<p>This week, 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 companies' strategies. You are required to read the following two cases for discussion prior to the workshop/tutorial:</p> <p>Cases for workshop</p> <ol style="list-style-type: none"> <li>1. Automobile FDI in Brazil and Mexico, Integrative case 2.5, in Peng (2023), pp. 295-296.</li> <li>2. The Rise of Finland's Nokia in Hill, Cronk, Wickramasekera (eds.) <i>Global Business Today</i>, p.87.</li> </ol>

**Week 5: International Business Theories and Corporate Strategic Planning for Competing in the International Markets, Part B - 07 Apr 2025**

Module/Topic	Chapter	Events and Submissions/Topic
<p>International Business Theories</p> <ul style="list-style-type: none"> <li>• The Eclectic Paradigm (OLI)</li> <li>• Path-dependency Theory</li> <li>• National Institution and International Trade</li> <li>• Stakeholder Theory</li> </ul>	<p>Prescribed Readings</p> <p>Hill, C. (2021), <i>International Business - Competing in the Global Market Place</i>, 13th Edition, Chapter 12.</p> <p>Narula, R. and Dunning, J.H. (2009), Multinational enterprises, development and globalisation: Some clarifications and a research agenda, <i>United Nations University.UNU-MERIT Working Papers</i> ISSN 1871-9872.</p> <p>Parmar, B., Freeman, E., Harrison, J., Wicks, Purnell, L. &amp; Simone de Colle (2010), Stakeholder Theory: The State of the Art, <i>The Academy of Management Annals</i>, 4(1), pp. 403-445.</p>	<p>In week 5, we will discuss international business theories and explain why companies pursue business expansion strategies for different markets. Why do firms engage in foreign direct investment (FDI)?</p> <p>Cases for the workshop:</p> <ol style="list-style-type: none"> <li>1. Nordic Multinational (Focus 6.1), in Peng (2023), p. 197.</li> <li>2. Saudi Aramco, in Hill (2021), pp 366-367.</li> <li>3. Advantages and disadvantages of FDI in developing countries.</li> </ol>

**Vacation Week - 14 Apr 2025**

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 Apr 2025**

Module/Topic	Chapter	Events and Submissions/Topic

International Strategies  
 • Global Strategy, International Strategy, Transnational Strategy, and Multidomestic Strategy.  
 Generic Business Strategies  
 Low-cost Strategy, Differentiation Strategy, Niche Strategy, & Best-cost Strategy

Prescribed Readings:

Peng, M. (2023), *Global Business*, 5th edition, Cengage Learning, Chapter 11 (Starting International Business).  
 Hill, C. (2021), *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 or online. On the due date, the group must submit a group report and the slides via the assessment submission link.

All group members must allocate tasks, 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 must select a business case from a list the Unit Coordinator recommends.

Groups must get prior approval from the Unit Coordinator on their business cases.

Each group member will make a 10-minute presentation and 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 (in class/workshop) and Submission of a Group Written Report. Due: Week 6.

Presentation on a Business Case and Submission of a Group Written Report Due: Week 6 Friday (25 Apr 2025) 11:30 pm AEST

Week 7: Foreign Market Entry Strategies - 28 Apr 2025

Module/Topic	Chapter	Events and Submissions/Topic
Foreign Market Entry Strategies: • Modes of Market Entry into Foreign Markets • Competing in the Developing Country Markets	Prescribed Readings: Hill, W. C (2021), <i>International Business -Competing in the Global Market Place</i> , 13th Edition, Chapters 13, 15 & 16. Peng, W. M. (2023), <i>Global Business</i> , Fifth Edition, 2023, Cengage., Boston, USA. Chapters 10, 11 & 12. Additional Readings: UNCTAD (2024) <i>World Investment Report 2024</i> (Executive Summary). World Economic Forum (2024).	Group debate on why and how China has become a global manufacturing country. Group debate on the reasons for the USA-China Trade conflict. Cases for the workshop: 1. Rebranding of Hindustan Lever Limited, in Peng (2023), pp. 445-446. 2.. Japanese Multinationals in Emerging Economies, in Peng (2023), pp. 470-471.

Week 8: Foreign Direct Investment (FDI) - Diversification and the Multibusiness Company - 05 May 2025

Module/Topic	Chapter	Events and Submissions/Topic
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- Foreign Direct Investment (FDI) and Business Diversification.
- Inward and Outward FDI. Benefits and Costs of FDI.
- Multinational Enterprises from Emerging Economies.

Prescribed Readings:  
 Hill, C. (2021), *International Business - Competing in the Global Market Place*, 13th Edition, Chapter 15.  
 Peng, W. M. (2023) *Global Business*, Fifth Edition, 2023, Cengage., Boston, USA. Chapter 6.

The cases for workshop discussion.  
 1. India's Outward Foreign Direct Investment Compared with China, in Peng (2023), pp. 208-209.  
 2. What are the home country factors that attract FDI?  
 3. Foreign Direct Investment can benefit a host country by creating jobs, stimulating economic growth, and transferring technology and expertise. Do you agree?

**Week 9: How to Build Organisational Capability to Operate in the Global Market - 12 May 2025**

Module/Topic	Chapter	Events and Submissions/Topic
How to Build Organisational Resources and Capabilities to Operate Execute Corporate Strategies. <ul style="list-style-type: none"> <li>• Components of Business Strategy Execution.</li> <li>• Global Production, Outsourcing, and Logistics.</li> <li>• Worldwide Marketing and Supply Chain Strategy.</li> <li>• Global Human Resource Management.</li> </ul>	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. Additional 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. Tata Motors and Exporting, in Hill, (2021), pp.649. 2. Alibaba's Global Supply Chain, in Hill (2021), p. 650.

**Week 10: Global Integration and Multilateral Organisations - 19 May 2025**

Module/Topic	Chapter	Events and Submissions/Topic
Managing Global Activities for Corporate Strategy Implementation. <ul style="list-style-type: none"> <li>• Global Economic Integration.</li> <li>• Regional Economic Integration.</li> <li>• Economic Geography and World Trade.</li> <li>• Role of WTO.</li> </ul>	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, Hong Kong, Macau, and Taiwan, in Hill (2021), pp. 126-128. 2. Fang, T. & Lewander, M. (2023), <i>The Global Success of Swedish Music</i> Integrative case 2.1, in Peng (2023), pp. 279-281.



April 28, 2022 | Video

**Week 11: CSR and International Business - 26 May 2025**

Module/Topic	Chapter	Events and Submissions/Topic

Corporate Social Responsibility and International Business

- Institutions and Corporate Social Responsibility
- Domestic VS Overseas Social Responsibility
- CSR and Business Sustainability.

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 4.3, Zara Excels in Marketing and Supply Chain Management, in Peng (2023), pp. 596-597.

Week 12: Corporate Transformation in a New Global Economic Order - 02 Jun 2025

Module/Topic

Chapter

Events and Submissions/Topic

- The New Economic Geography and International Trade and Investment Environment.
- Shifts in International Investment Policies
- The Unit Summary.

World Economic Forum Reports, 2024.  
*Global Alliance and International Trade*.

UNCTAD (2024), *World Investment Report 2024*.

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.

A STRATEGIC BUSINESS PLAN FOR EXPANDING THE BUSINESS Due: Week 12 Friday (6 June 2025) 11:45 pm AEST

Review/Exam Week - 09 Jun 2025

Module/Topic

Chapter

Events and Submissions/Topic

Exam Week - 16 Jun 2025

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)

Group members should submit their presentation slides individually on the Moodle submission link.

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

Assessment Due Date

Week 6 Friday (25 Apr 2025) 11:30 pm AEST

Presentation at the workshop. Presentation slides and the report to be submitted via Moodle by 25 April 2025.

Return Date to Students  
Week 8 Monday (5 May 2025)

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

Weighting  
40%

Assessment Criteria

Assessment criteria.

Presentation: 20 Marks

- Structure of [presentation (5 Marks).
- Answer to relevant question (10 Marks).
- Presentation style/communication (5 Marks).

Group Report (20 Marks)

- Introduction: a brief history of the case/ organisation, its products and competitors (3 Marks).
- A macro and micro business environment analysis identifying the competitive position of the company (3 Marks)
- Critical analysis of the issues in each question (10 Marks).
- A full list of at least ten references used in alphabetical order(4 Marks).

As Master's students, you are required to engage in research consistent with the Australian Quality Framework (AQF) guidelines, that establish the standards for all CQUniversity's Masters's courses. Two specific requirements must be considered: 1. Students must 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 several required readings in academic texts, journals, and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. To demonstrate the ability to engage in appropriate research, students should read and utilise these texts, 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, INCLUDED IN THE ASSIGNMENT, MUST BE ATTRIBUTED TO ITS SOURCE** (a full list of references must be submitted as part of the assessment).

Artificial Intelligence (AI) Statement: This assessment requires students to adhere to the guidelines on the use of artificial intelligence tools as specified in the Artificial Intelligence Assessment Scale (AIAS). Any misuse or lack of disclosure regarding the use of AI tools will be considered a breach of academic integrity. For this assessment, you may use AI for planning, idea development and research. Your final submission should show how you have developed and refined these ideas.

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 EXPANDING THE BUSINESS

Assessment Type  
Report

Task Description

This is an individual assignment.

Each student should write a business plan for an existing business to expand in a foreign market (such as India, Malaysia, Vietnam, China, etc.) 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 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 master'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, 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 June 2025) 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

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 you would like to utilise for your business expansion (15%).
5. Justification of future strategies for expansion (20%).
6. Implementation policies that include market entry strategy, financial analysis, operational plan, and marketing strategies (15%).
7. Conclusion (5%)
8. References (at least 15) (10%)

As Master's students, you are required to engage in research consistent with the Australian Quality Framework (AQF) guidelines that establish the standards for all CQUniversity's master's courses. Two specific requirements must be considered: 1. Students must 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 several required readings, including academic texts, journals, and business publications representing the appropriate body of knowledge and recent developments referred to by the AQF. To demonstrate the ability to engage in appropriate research, students should read and utilise these texts, journals, and publications.

As postgraduate 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, INCLUDED IN THE ASSIGNMENT, MUST BE ATTRIBUTED TO ITS SOURCE** (a complete list of references must be submitted as part of the assessment).

Artificial Intelligence (AI) Statement: This assessment requires students to adhere to the guidelines on the use of artificial intelligence tools as specified in the Artificial Intelligence Assessment Scale (AIAS). Any misuse or lack of disclosure regarding the use of AI tools will be considered a breach of academic integrity. For this assessment, you may use AI for planning, idea development, and research. Your final submission should show how you have developed and refined these ideas.

Submission

Online

Submission Instructions

Please save and upload your file in a Word document via the assessment link on the unit's 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.

## 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