International firms need to formulate company policies that take account of the fact that they manufacture, service, employ and market to or in countries with different laws, different beliefs and different levels of socio-economic development compared to a firm's country of origin. This course
examines the contextual, organisational and managerial issues associated with the operation of multinational firms. Interactions between contextual elements and management of an international enterprise will be studied from both theoretical and practical perspectives.

The major topics that will be studied include international strategic planning and implementation in MNCs, strategies for international competition international production and outsourcing, international joint ventures and strategic alliances, organisational structure of MNCs, control in outsourcing, control in international operations, intra and inter-firm technology and knowledge management, cross-cultural negotiation and decision making, motivation and leadership in international management, international human resource management and international social and ethical responsibility of firms.

**Requisites**

To enrol in this course you must have completed 72 units of university level courses

**LEARNING OUTCOMES**

Upon successful completion of the requirements for this course, students will be able to:

1. explain and illustrate the international strategic management processes used by top level management in multinational enterprises;
2. define, explain and illustrate the relationships among philosophic roots and approaches for international strategic planning and implementation, strategies for value chain activity integration, international business strategies, structure of multinational enterprises, and human resource management orientations, and the role which culture plays in managing multinational enterprises;
3. creatively apply knowledge from different approaches to strategic management issues and problems of multinational enterprises, demonstrating thorough understanding of the various international strategic management concepts and their practical application; and,
4. communicate effectively in oral and written forms about international strategic management using appropriate concepts, logic and rhetorical conventions.

**SCHEDULE**

**Research-led teaching:**

Bridging the research-practice gap in international strategic management is a key focus of this course. This gap will be addressed in three ways:

1. Course content based on rigorous scholarly research in fields closely allied to international strategic management;
2. Discussion of ways to apply these research findings to actual practice, including using evidence-based management methods; and
3. Assessment tasks that require students to apply research findings to practical settings.

**Staff feedback:**

Students will be given feedback in the following forms in this course:

1. Written feedback on the individual report and the case analysis reports
2. Verbal feedback to the whole class in the lectures and in tutorials
3. Individual feedback will be given during regular consultation
Lecture and tutorial schedule

This course will help you understand why companies facing global markets look and act the way they do.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Reading/Discussion/ Presentation Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Part I: Strategic imperatives of global markets</strong></td>
</tr>
</tbody>
</table>
| 1    | Strategizing across the globe  
      **Plus:** Introduction to evidence-based management | **Primary reading:** Textbook Chapter 1 |
|      |        | **Tutorial:** No tutorial this week                                                          |
| 2    | External analysis 1: Managing industry competition within and across markets | **Primary reading:** Textbook Chapter 2  
      **Mini-case discussion:** Competing in the Indian Retail Industry (Textbook p.33) |
|      |        | **Tutorial:** Discussion question 1                                                          |
| 3    | External analysis 2: Institutions, Cultures and Ethics | **Primary reading:** Textbook Chapter 4  
      **Mini-case discussion:** Cut salaries or cut jobs? (Textbook p.93) |
|      |        | **Tutorial:** Discussion question 2                                                          |
| 4    | Internal analysis: Leveraging resources and capabilities within and across markets | **Primary reading:** Textbook Chapter 3  
      **Mini-case discussion:** From copycats to innovators (Textbook p.85) |
|      |        | **Tutorial:** Discussion question 3                                                          |
|      |        | **Part II: Business-level global strategies**                                               |
| 5    | Growing and internationalising the entrepreneurial firm | **Primary reading:** Textbook Chapter 5  
      **Mini-case discussion:** Amazon.com of Russia (Textbook p.127) |
|      |        | **Tutorial:** Discussion question 4                                                          |
| 6    | Entering foreign markets | **Primary reading:** Textbook Chapter 6  
      **Mini-case discussion:** Pearl River goes abroad (Textbook p.182) |
<table>
<thead>
<tr>
<th>#</th>
<th>Topic</th>
<th>Tutorial: Discussion question</th>
<th>Primary reading:</th>
<th>Mini-case discussion:</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Making strategic alliances and networks work</td>
<td>5</td>
<td>Textbook chapter 7</td>
<td>Yum! Brands teams up with Sinopec (Textbook p.189)</td>
</tr>
<tr>
<td>8</td>
<td>Managing global competitive dynamics</td>
<td>6</td>
<td>Textbook Chapter 8</td>
<td>HTC fights Apple (Textbook p.253)</td>
</tr>
<tr>
<td>9</td>
<td>International Production, Outsourcing and Logistics</td>
<td>7</td>
<td>To be announced</td>
<td>To be announced</td>
</tr>
<tr>
<td>10</td>
<td>Human resource management across markets</td>
<td>8</td>
<td>To be announced</td>
<td>To be announced</td>
</tr>
</tbody>
</table>

Part III: Corporate-level global strategies

<table>
<thead>
<tr>
<th>#</th>
<th>Topic</th>
<th>Tutorial: Discussion question</th>
<th>Primary reading:</th>
<th>Mini-case discussion:</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Diversifying, acquiring and restructuring</td>
<td>10</td>
<td>Textbook Chapter 9</td>
<td>Corporate diversification strategies in South Korean Business Groups (Textbook p.259)</td>
</tr>
<tr>
<td>12</td>
<td>Strategizing, structuring and learning across the world + Governing the corporation across the world</td>
<td>11</td>
<td>Textbook Chapters 10 &amp; 11</td>
<td>Samsung’s Global Strategy Group (Textbook p.295)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>Topic</th>
<th>Tutorial: Discussion question</th>
<th>Primary reading:</th>
<th>Mini-case discussion:</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Course review</td>
<td>11</td>
<td>Previous lecture notes, textbook chapters</td>
<td></td>
</tr>
</tbody>
</table>
ASSESSMENT OVERVIEW

Summary

<table>
<thead>
<tr>
<th>Type</th>
<th>Weight</th>
<th>Learning Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tutorial participation</td>
<td>10%</td>
<td>3, 4</td>
<td></td>
</tr>
<tr>
<td>Integrative case analysis report (500-1000 words)</td>
<td>20%</td>
<td>2, 3, 4</td>
<td></td>
</tr>
<tr>
<td>Global business strategy report (2,000 words)</td>
<td>40%</td>
<td>1, 2, 3, 4</td>
<td></td>
</tr>
<tr>
<td>Final exam (2-hour closed book)</td>
<td>30%</td>
<td>1, 2, 3, 4</td>
<td></td>
</tr>
</tbody>
</table>

Grading Scale

According to the ANU policy on assessment (https://policies.anu.edu.au/ppl/document/ANUP_004603), the standards that apply to High Distinction, Distinction, Credit and Pass in all coursework courses are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>HD</td>
<td>80-100%</td>
<td>Work of exceptional quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>D</td>
<td>70-79%</td>
<td>Work of superior quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>C</td>
<td>60-69%</td>
<td>Work of good quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>P</td>
<td>50-59%</td>
<td>Work of satisfactory quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
</tbody>
</table>
Grade | Range | Notes
--- | --- | ---
N | 0-49% | Work in which the attainment of learning outcomes at or above the relevant qualification level has not been demonstrated

**ASSESSMENT ITEMS**

**Tutorial participation**

**Due date** | On-going throughout the semester
--- | ---
**Weighting** | 10%
**Instructions** | It is essential to your learning – and the learning of others in the tutorials – that you are fully involved in the course. This means that you need to:

a) Attend – though much learning will be done outside the classroom, class time is a valuable, scarce resource. You are expected to arrive ready to begin class on time; to not leave until class is over; and to attend all classes. If for any special reason you are unable to meet these requirements, please talk to the course convenor about it.

b) Come prepared – it will be assumed that you have completed any assigned readings and prepared for the discussion questions prior to class.

c) Actively participate in the learning – we owe it to ourselves and our colleagues to participate as fully as possible in the class sessions.

**Purpose** | To engage more deeply with the key issues and questions related to International Strategic Management

**Marking criteria** | This component is intended to evaluate the level and quality of your contribution to tutorial discussions, which should reflect your analytical and problem-solving skills. More specifically, it assesses your ability to understand situations and diagnose problems, and to recommend courses of action in relation to those situations and problems and to communicate your views effectively. Marks are awarded at the Tutor’s discretion.

**Integrative case analysis report**
Due date: TBA
Weighting: 20%

Instructions: The textbook contains very interesting long cases that integrate learning across the topics. Students will be required to analyse one case drawing on the knowledge, concepts, and decision tools covered during the course to answer the questions provided.

Students are required to write one case analysis report (maximum of 500-1,000 words) that addresses the case questions. Your report can be based on the information provided in the case; however you are encouraged to research additional data, information, or evidence to strengthen your arguments.

Purpose: This assignment serves several purposes: (1) to expose students to different business cases in different environmental frameworks/challenges, (2) to sharpen your critical thinking skills and your ability to link international business theories to practice, (3) to improve your research skills, and (4) to allow you an opportunity to further develop your communication and time management skills.

Marking criteria: Marking criteria will be posted on Wattle

Submission and Presentation Details: Assignments are to be word-processed. The use of strict, professional expression is expected. The Harvard referencing style is to be used. Links to documentation on proper referencing methods are available on the course website or from the ANU Library website: http://anulib.anu.edu.au/lib_home.html

The reports should be submitted online using the Turnitin system.

Global business strategy report

Due date: Week 13
Weighting: 40%
Instructions  
You will prepare a report, including recommendations, evaluating the strategy or strategies used by an actual company in expanding internationally. This analysis should integrate the readings and cases for the course in the context of the actions of a specific firm. The conclusions of the report will also be informed by some of the evidence-based management approaches discussed in the course.

Additional details, including an expected structure, will be posted on the Wattle site.

Word limit: 3000 words, excluding tables, figures, reference list, and appendices.

Purpose  
Again, the main purpose is to apply concepts and frameworks related to International Strategic Management in the course to real world settings. This task is also designed to help you refine your research skills and your ability to compile a coherent and comprehensive report on the strategies appropriate to the situation faced by a company.

Marking criteria  
Marking criteria will be posted on Wattle.

Submission and Presentation Details  
Assignments are to be word-processed. The use of strict, professional expression is expected. The Harvard referencing style is to be used. Links to documentation on proper referencing methods are available on the course website or from the ANU Library website: http://anulib.anu.edu.au/lib_home.html (http://anulib.anu.edu.au/lib_home.html).

The reports should be submitted online using the Turnitin system.

Final exam

Due date  
Exam period

Weighting  
30%
Instructions

The final exam will be a closed book exam and comprise a combination of multiple choice, short answer and essay questions. The duration of the exam will be 2 hours plus reading time. The exam will be comprehensive and will cover all the topics covered in the course.

During this 2-hour written exam students are expected to demonstrate their understanding of the content of the course as discussed during the lectures, contained in the required textbook and in any distributed additional reading, and discussed during the tutorial sessions. An exam briefing will be held during the lecture in week 13.

The exam will comprise three components:

- 20 Multiple-choice questions (1 mark each),
- 4 Short answer answer questions (5 marks each)
- 2 essay questions (10 marks each)

Purpose

The exam questions aim to evaluate students’ overall understanding of the international strategic management principles.

COURSE EXPECTATIONS

Prescribed textbook


This book is essential since we will be discussing many of the cases published in the book.

The Co-op bookstore has a cheap e-book version available if you would prefer that. The book will also be placed on reserve at the library.

Announcements

Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

Tutorial and/or Seminar registration

Tutorial and/or Seminar registration is done through the course Wattle page. Detailed information about sign-up times will be provided on Wattle or during the first lecture by the
course convener.

When tutorials/seminars are available for enrolment:

1. Log-on to Wattle, and go to the course site.
2. Click on "Tutorial sign-up here" link
3. On the right of the screen, click "Become Member of ..." for the tutorial/seminar class you wish to enrol in.
4. Confirm your choice.

If you need to change your enrolment, click on the tab "Leave group..." and then re-enrol in another group.

You will not be able to enrol in groups that have reached their maximum number.

Please note that your enrolment in ISIS must be finalised for you to have Wattle access.

**Extensions and penalties**


You may be granted extensions for assessment pieces that are not examinations or take-home examinations by applying for special consideration.

Late submission of assessment tasks without an extension are penalised at the rate of **5% of the possible marks available per working day** or part thereof. Late submission of assessment tasks is not accepted 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

If a course convener determines that late submission of assessment tasks is not accepted for a coursework course, this information is included in the course outline.

**Special consideration for assessments**

Students who are unable to submit their assessment by the due date may be eligible for an extension if supported by an Application for Special Consideration.

Information on special assessment consideration can be found at: [http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration](http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration).

Special Consideration applications must be completed before the due date of the affected assessment. In exceptional circumstances applications for an extension may be accepted up to three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications must be submitted online at special.consideration@anu.edu.au (cdn-cgi/l/email-protection#e3d0d3c6c0cac2cf8dc0ccdd0cac7c6d1c2d7caccde3c2cdd68dc6c7d68dc2d6).
You will be notified by your lecturer if an extension has been approved.

**Identify your Assignment with your Student Number only**

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

**Resubmission of assignments**

You are allowed to resubmit your assignments before the specific deadlines. Any submission done after the deadline will be considered as a late submission and the above listed penalty conditions will apply.

**Returning assignments**

All assignments will be marked and where appropriate feedback will be provided either:

- in class, or
- in person by appointment with the course lecturer, or
- via the course Wattle site.

**Referencing requirements**

See any specific requirements under Assessment Items.

The Harvard or Oxford referencing styles are to be used. Links to documentation on proper referencing methods are available on the course website or from the ANU Library website: http://anulib.anu.edu.au/lib_home.html

**Deferred examinations**

A deferred examination is the sitting of an examination at a time other than the scheduled time/date.

Wherever possible a student should sit their examination at the prescribed time, and if necessary apply for special assessment consideration for the marking of the examination. To apply for a deferred examination:

- Complete the form at http://www.anu.edu.au/students/program-administration/assessments-exams/deferred-examinations
- Scan and attach all supporting documentation
- Email to examinations.officer@anu.edu.au
Submit completed application no later than three working days after the scheduled examination.

Decisions on applications relating to **final examinations** are made by the Examinations Office.

After receiving notification that a deferred examination has been granted, it is **the responsibility of the student** to confirm the date/time/location for that examination with the relevant ANU College or School.

**Finalisation of Marks and Grades**

Your final mark for the course will be based on the raw marks allocated for each of your assessment items. However, your final mark may not be the same number as produce by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed the scaled mark of that student), and may be either up or down.

**Use of Assignments as exemplars and grade moderation**

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

**ANU POLICIES**

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: [http://policies.anu.edu.au/](http://policies.anu.edu.au/)

Key policies include:

- Code of Practice for Student Academic Integrity
- Student Assessment (Coursework) Policy and Procedure
- Undergraduate Award Rules
- Graduate Award Rules
- Student Surveys and Evaluations Policy

**Academic Integrity**

Students are expected to have read the ANU’s Code of Practice for Student Academic Integrity before the commencement of their course. ([https://policies.anu.edu.au/ppl/document/ANUP_000392](https://policies.anu.edu.au/ppl/document/ANUP_000392))

The following is an extract from the Code of Practice for Student Academic Integrity:
Any work by a student of the Australian National University must be work:

- that is original
- that is produced for the purposes of a particular assessment task
- that gives appropriate acknowledgement of the ideas, scholarship and intellectual property of others insofar as these have been used.

It is the responsibility of each individual student to ensure that:

- they are familiar with the expectations for academic integrity both in general, and in the specific context of particular disciplines or courses
- work submitted for assessment is genuine and original
- appropriate acknowledgement and citation is given to the work of others
- they declare their understanding of and compliance with the principles of academic integrity on appropriate pro formas and cover sheets as required by the academic area, or by a statement prefacing or attached to a thesis
- they do not knowingly assist other students in academically dishonest practice.

All breaches, careless or deliberate, are addressed. Careless breaches are addressed through academic penalties, such as deduction of marks and resubmission. Deliberate breaches are subject to action under the Discipline Rules of the ANU (http://about.anu.edu.au/__documents/rules/disciplinerules.pdf).

Penalties for a deliberate breach may include failing the piece of work involved, failing the course, or having candidature terminated.

Further information can be found at http://academichonesty.anu.edu.au/ (http://academichonesty.anu.edu.au/)

### Assessment Requirements

Where possible, assessment items are submitted online through Turnitin. The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University’s approach to managing Academic Integrity.

For additional information regarding Turnitin please visit the ANU Online website (http://online.anu.edu.au/help_support/turnitin).

### Student Feedback

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to http://unistats.anu.edu.au/surveys/selt/students/
Students experiencing academic or personal problems are welcome to discuss these with any member of the Faculty or to utilise the ANU’s student support services links to which can be found at http://students.anu.edu.au/ (http://students.anu.edu.au/), including:

- the Counselling Centre at http://counselling.anu.edu.au/ (http://counselling.anu.edu.au/)

Library

- Information about the library can be found at http://anulib.anu.edu.au (http://anulib.anu.edu.au/)
- For free training in information skills and computer skills see http://anulib.anu.edu.au/research-learn (http://anulib.anu.edu.au/research-learn/)