

# MGT6511: EMERGING ISSUES IN MULTINATIONAL STRATEGIC MANAGEMENT

---

## Effective Term

Semester A 2025/26

## Part I Course Overview

### Course Title

Emerging Issues in Multinational Strategic Management

### Subject Code

MGT - Management

### Course Number

6511

### Academic Unit

Management (MGT)

### College/School

College of Business (CB)

### Course Duration

One Semester

### Credit Units

3

### Level

P5, P6 - Postgraduate Degree

### Medium of Instruction

English

### Medium of Assessment

English

### Prerequisites

Nil

### Precursors

Nil

### Equivalent Courses

Nil

### Exclusive Courses

Nil

## Part II Course Details

### Abstract

- Understanding the motivation, means and mentalities of corporate globalization
- Examining the international context to identify opportunities and challenges for MNCs
- Developing global strategies with competitive advantages
- Understanding organizational challenges for executing global strategies
- Coping with managerial challenges in the course corporate globalization

**Course Intended Learning Outcomes (CILOs)**

| CILOs |                                                                                                           | Weighting (if app.) | DEC-A1 | DEC-A2 | DEC-A3 |
|-------|-----------------------------------------------------------------------------------------------------------|---------------------|--------|--------|--------|
| 1     | Articulate the motivation, means and mentalities of corporate globalization                               |                     | x      | x      | x      |
| 2     | Analyse the environmental forces in international context for opportunities and challenges identification |                     | x      | x      | x      |
| 3     | Apply formulated strategies for MNC                                                                       |                     | x      | x      | x      |
| 4     | Coping with organisational challenges arising from executing MNC strategies                               |                     | x      | x      | x      |
| 5     | Coping with managerial challenges of MNC                                                                  |                     | x      | x      | x      |

**A1: Attitude**

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

**A2: Ability**

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

**A3: Accomplishments**

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

**Learning and Teaching Activities (LTAs)**

| LTAs |                       | Brief Description                                                                                                          | CILO No.      | Hours/week (if applicable) |
|------|-----------------------|----------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------|
| 1    | Interactive lectures. | Students will be asked to provide their own examples and reasons for the topic of discussion case examples and role plays. | 1, 2, 3, 4, 5 |                            |

**Assessment Tasks / Activities (ATs)**

| ATs |                | CILO No.      | Weighting (%) | Remarks ("-" for nil entry)                                             | Allow Use of GenAI? |
|-----|----------------|---------------|---------------|-------------------------------------------------------------------------|---------------------|
| 1   | Class Exercise | 1, 2, 3, 4, 5 | 15            | will show students' ability to apply the topics to a real world example | No                  |

|   |                     |               |    |                                                                                                                |    |
|---|---------------------|---------------|----|----------------------------------------------------------------------------------------------------------------|----|
| 2 | Group project       | 1, 2, 3, 4, 5 | 20 | will show students' ability to analyze a strategic issue in a multinational firm                               | No |
| 3 | Class participation | 1, 2, 3, 4, 5 | 10 | will assess students' ability to contribute to the topic of discussion in class                                | No |
| 4 | Mid-Term Quiz       | 1, 2, 3, 4, 5 | 15 | will assess students' understanding of the theories and concepts of multinational strategic management issues. | No |

**Continuous Assessment (%)**

60

**Examination (%)**

40

**Examination Duration (Hours)**

2

**Assessment Rubrics (AR)****Assessment Task**

Class Exercise (for students admitted before Semester A 2022/23 and in Semester A 2024/25 &amp; thereafter)

**Excellent**

(A+, A, A-) Strong evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

**Good**

(B+, B, B-) Evidence of grasp of subject, some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with the subject matter.

**Fair**

(C+, C, C-) understanding of the subject; ability to develop solutions to simple problems in the material.

**Marginal**

(D) Sufficient familiarity with the subject matter to enable the student to progress.

**Failure**

(F) Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.

**Assessment Task**

Group project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 &amp; thereafter)

### **Excellent**

(A+, A, A-) As in B, but with higher degree of originality and evidence of internalization into a personalized model of practice. Good evidence of reflection on own performance based on theory. Generalizes principles, models or practices to new and unfamiliar real-life contexts. Extensive use of innovative ideas in recommendations.

### **Good**

(B+, B, B-) The evidence presents a good appreciation of the general thrust of the project. Good coverage with relevant and accurate support. A clear view of how various aspects of the project integrate to form a thrust or purpose. Good evidence of application of course content and one's own creative views to practice. Solutions or innovative recommendations well justified.

### **Fair**

(C+, C, C-) The evidence is relevant, accurate and covers a fair number of issues. However, there is little evidence of an overall view of the project. Demonstrates declarative understanding of a reasonable amount of content. Able to discuss content meaningfully but little application or integration of items. Fair justification of solutions or recommendations.

### **Marginal**

(D) Pieces of evidence are relevant and accurate, but are isolated, addressing a limited number of issues. Demonstration of understanding in a minimally acceptable way. Poor coverage, no originality, weak justification of solutions or recommendations.

### **Failure**

(F) Inability to address even simple issues and problems by logically applying the subject matter. Poor understanding of subject matter.

---

### **Assessment Task**

Mid-term Quiz and Examination (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

### **Excellent**

(A+, A, A-) Strong evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

### **Good**

(B+, B, B-) Evidence of grasp of subject, some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with the subject matter.

### **Fair**

(C+, C, C-) Understanding of the subject; ability to develop solutions to simple problems in the material.

### **Marginal**

(D) Sufficient familiarity with the subject matter to enable the student to progress.

### **Failure**

(F) Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.

---

### **Assessment Task**

Class Exercise (for students admitted from Semester A 2022/23 to Summer Term 2024)

### **Excellent**

(A+, A, A-) Strong evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

**Good**

(B+, B) Evidence of grasp of subject, some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with the subject matter.

**Marginal**

(B-, C+, C) understanding of the subject; ability to develop solutions to simple problems in the material.

**Failure**

(F) Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.

---

**Assessment Task**

Group project (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Excellent**

(A+, A, A-) As in B, but with higher degree of originality and evidence of internalization into a personalized model of practice. Good evidence of reflection on own performance based on theory. Generalizes principles, models or practices to new and unfamiliar real-life contexts. Extensive use of innovative ideas in recommendations.

**Good**

(B+, B) The evidence presents a good appreciation of the general thrust of the project. Good coverage with relevant and accurate support. A clear view of how various aspects of the project integrate to form a thrust or purpose. Good evidence of application of course content and one's own creative views to practice. Solutions or innovative recommendations well justified.

**Marginal**

(B-, C+, C) The evidence is relevant, accurate and covers a fair number of issues. However, there is little evidence of an overall view of the project. Demonstrates declarative understanding of a reasonable amount of content. Able to discuss content meaningfully but little application or integration of items. Fair justification of solutions or recommendations.

**Failure**

(F) Inability to address even simple issues and problems by logically applying the subject matter. Poor understanding of subject matter.

---

**Assessment Task**

Mid-term Quiz and Examination (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Excellent**

(A+, A, A-) Strong evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

**Good**

(B+, B) Evidence of grasp of subject, some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with the subject matter.

**Marginal**

(B-, C+, C) Understanding of the subject; ability to develop solutions to simple problems in the material.

**Failure**

(F) Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.

**Additional Information for AR****Assessing and Grading Class Participation****Punctuality**

Grade Point - 1 Student is often late to class and/or leaves early.

Grade Point - 2 Student is sometimes late to class and/or leaves early.

Grade Point - 3 Student is frequently punctual and attends full-time.

Grade Point - 4 Student is always punctual and attends full-time.

**Preparation**

Grade Point - 1 Student is rarely prepared for class with assignments and other materials.

Grade Point - 2 Student is sometimes prepared for class with assignments and other materials.

Grade Point - 3 Student is frequently prepared for class with assignments and required materials.

Grade Point - 4 Student is always well-prepared for class with assignments and required materials.

**Engagement**

Grade Point - 1 Student rarely contributes to class by offering ideas and asking questions.

Grade Point - 2 Student sometimes contributes to class by offering ideas and asking questions.

Grade Point - 3 Student frequently contributes to class by offering ideas and asking questions.

Grade Point - 4 Student always well contributes to class by offering ideas and asking questions.

**Behavior**

Grade Point - 1 Student often displays disruptive behavior during class.

Grade Point - 2 Student occasionally displays disruptive behavior during class.

Grade Point - 3 Student occasionally displays facilitative behavior during class.

Grade Point - 4 Student always displays facilitative behavior during class.

**Part III Other Information****Keyword Syllabus**

Principles and processes of general strategic management. Motivations and mentalities for cross-border management. Managing conflicting demands in the multinational environment. Building and managing competitive strategies capabilities. Managing across borders. Cross border organization, coordination and control in the MNE. Managing the operational functions in the MNE.

**Reading List****Compulsory Readings**

| Title |                                                                      |
|-------|----------------------------------------------------------------------|
| 1     | Dess, 2015, Strategic Management: Text and Cases, McGraw-Hill, 2015. |

**Additional Readings**

| Title |                                                                                                                                                       |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1     | Transnational Management: Text, Cases, and Readings in Cross-Border Management, 7th edition. Christopher Bartlett and Paul Beamish, McGraw-Hill, 2014 |
| 2     | Online Resources: Please check with the readings on Canvas                                                                                            |