



# OLBUS804 INTERNATIONAL BUSINESS STRATEGY

Summer 2010-11

BUSINESS DEPARTMENT

**MACQUARIE UNIVERSITY  
FACULTY OF BUSINESS AND ECONOMICS  
UNIT OUTLINE**

YEAR AND SEMESTER:	2010, SEM SUMMER
UNIT CONVENOR:	DR MEENA CHAVAN
LECTURER:	DR MEENA CHAVAN

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

**ABOUT THIS UNIT**

<b>UNIT NUMBER:</b>	OLBUS 804
<b>UNIT TITLE:</b>	INTERNATIONAL BUSINESS STRATEGY
<b>UNIT WEIGHT:</b>	4 CREDIT POINTS
<b>UNIT LEVEL:</b>	800
<b>PRE-REQUISITES:</b>	NIL
<b>CO-REQUISITES:</b>	NIL

BUS804 International Business Strategy is a unit offered by the Business Department within the Faculty of Business and Economics at the Macquarie University.

The purpose of this unit is to provide - a conceptual framing of the interplay between the “Multinational Corporations”, the countries in which it does business, and the competitive environment in which it operates. The understanding of this framework enables the professional conduct of Global Business Operations. Even though many of the specific challenges in International Business will continue to evolve we believe that the conceptual framework is the powerful lens through which the changes can be viewed and should be robust enough to endure the changing environment. The aim of this unit is to provide such a lens. This course focuses on how multinational firms operate in a global economy. It will assist students to understand the management challenges associated with developing strategies and handling the operations of companies whose activities stretch across national boundaries.

## TEACHING STAFF

<b>UNIT CONVENOR &amp; LECTURER</b>	Dr MEENA CHAVAN
<b>OFFICE</b>	PhD (International Business) E4A level 6 Room 625
	Phone 61-2-98509026
	Fax 61-2-98506065
<b>EMAIL</b>	<a href="mailto:mchavan@efs.mq.edu.au">mchavan@efs.mq.edu.au</a>

## CLASSES

**LECTURES & STUDY** Online lectures and 120 hrs self study

**TERM DATES** 6<sup>th</sup> December -18<sup>th</sup> February

## REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

**TEXT:** International Business – Competing In the Global Market Place, 2009. Charles W.L.Hill, 7<sup>th</sup> Edition, Mc Graw Hill.  
The textbook website is [www.mhhe.com/hill](http://www.mhhe.com/hill)

## UNIT WEB PAGE

This unit is supported by a web Page on BLACKBOARD. You can log into this using the following address: <https://learn.mq.edu.au/>

## LEARNING OUTCOMES & GRADUATE CAPABILITIES

The learning outcomes of this unit are to explore and understand:

- The nature and scope of international business issues
- Drivers, patterns and trends of globalization
- Key factors which serve to differentiate business systems in various cultural and economic settings

- International trade theories and patterns of international trade and Investment
- Foreign market entry strategies and international strategic alliances
- Global Foreign Direct Investment situation
- Implications of regional economic integration
- Global monetary system (Foreign exchange market and global capital Market)
- Ethical and environmental issues in international business and trade
- Evaluate and enhance the ability to think strategically and synthesize knowledge from other business disciplines.

### **Graduate Capabilities**

- An ability to gain an appreciation of the options in the global market-place, based on the application of macroeconomic theory
- An awareness of the different kinds of regional trade groups and organisations within the global economy
- An appreciation of diverse cultures and how they impact on business
- Understand the fundamentals of trade patterns within the global economy
- Understanding of the economic, environmental, societal, technological, legal and political forces that affect international business
- Understanding of how managing an international business operation differs from a domestic operation
- Understanding the process of developing and implementing an internationalisation strategy for a business
- An ability to devise different strategies to enter and compete successfully in the global marketplace
- Understand the key economic and business organisations which facilitate engagement with global business

This unit also seeks to develop the following generic skills:

#### **Critical, Analytical and Integrative Thinking**

- Problem Solving and Research Capability
- Effective Communication
- Capable of Professional and Personal Judgement and Initiative

## **LEARNING AND TEACHING STRATEGY**

This unit will be taught via the participant-centered, the experiential learning method of teaching. “Experiential learning takes place when a person is involved in an activity, then looks back and evaluates it, determines what was useful or important to remember and uses this information to perform another activity” (John Dewey, 1938). Students will partake in lectures, discussions, cases, video cases and experiential exercises in class. Students are advised to attend all lectures and participate in discussions, missing classes and not participating in discussions will affect grades.

Case studies will be the extensively used. The case study method is widely used in business schools around the globe. Case analyses are intended to be analytical critiques on some central issues of the case being discussed. As this is a discussion-oriented class, students will read all of the case studies indicated on the course schedule and come prepared to discuss them in class. Every student is expected to participate.

In your case analyses, please refrain from writing a summary of the case or repackaging the information already provided in the case. Based on the information provided in the case, be analytically judgmental, propose alternative managerial views and action plans, and discuss the relevance and appropriateness of the frameworks proposed in the readings and lectures to the case. In short, write what you think of the situation in the case and not merely repeat what the author says. If you are not prepared for a particular class case, please let me know in advance so that I don't embarrass you inadvertently.

## **LEARNING OBJECTIVES**

No firm today can survive without going global. We live in a global economy and this unit focuses on the what? Why? When? And How? of global corporate strategies and foreign market entry strategies. The unit will introduce students to vital issues in strategic decisions facing businesses in the global markets and to provide insights on the practices and policies used by businesses competing globally. It explores the challenges, dynamics and processes involved in managing the multi-national company. This course is designed to give students hands-on experience and will examine critical issues from the perspective of senior executives and managers in charge of these operations. Concepts developed in the course will be applied to the solution of “real world” problems through the use of case studies, role playing, experiential games, simulations and other learning strategies throughout the semester. Its objective is to provide participants with working knowledge of basic theoretical concepts, skills and sensitivities that will help them deal effectively with key management issues and challenges in today's global business environment.

## WEEKLY COURSE SCHEDULE

WEEK/ DATE	TOPIC	Case Analysis/ Student Group Work (2-4students in a group)	Chapters/class case
Week 1 6.12.10	Globalization Course Introduction Formation of Groups	<i>Renault-Read case and discuss online</i>	Chapter 1
Week 2 13.12.10	National Differences in Political Economy	Case study: Dixon-Ticonderoga- Victim of Globalization Pg 317	Chapter 2  <b>Group case study presentations commence</b>
Week 3 20.12.10	Differences in Culture Ethics in International Business	Case study: Drug Development in the EU Pg 318	Chapter 3 & Chapter 4
Week 4 27.12.10	International Trade Theory	Case study: Etch-a-Sketch Pg 157	Chapter 5
Week 5 3.1.11	Foreign Direct Investment	Case study: Boeing Versus Airbus: Two decades of trade disputes Pg 309	Chapter 7
Week 6 10.1.11	Entry Strategy and Strategic Alliances	Case study: Nestle Pg 531	Chapter 14
14.1.11		<b>MID-TERM EXAM</b>	

<p>Week 7 17.1.11</p>	<p>Foreign Exchange Market</p> <p>The International Monetary system</p>	<p>Case study: Toyota: The rise of a global corporation pg 521</p> <p>Case study: The Russian Rouble Crisis and Its Aftermath Pg 413</p>	<p>Chapter 9</p> <p>Chapter 10</p> <p><b>CASE ANALYSIS: INDIVIDUAL ASSIGNMENT DUE ONLINE</b></p>
<p>Week 8 24.1.11</p>	<p>The strategy of International Business</p> <p>The Organization of International Business</p>	<p>Case study: China's Managed Float Pg 383</p>	<p>Chapter 12 &amp;Chapter 13</p>
<p>Week 9 31.1.11</p>	<p>Exporting, Importing, and Counter trade &amp; Global Production, Outsourcing and Logistics</p>	<p>Case study: Molex page 698</p> <p>Case study: Strategic and Organizational change at Black and Decker Pg 534</p>	<p>Chapter 15 &amp;16</p> <p><b>INTERNATIONAL BUSINESS PLAN'S DUE ONLINE</b></p>
<p>Week 10 7.2.11</p>		<p>REVISION</p>	
<p>18.2.11</p>		<p><b>FINAL EXAM</b></p>	

## CLASS ASSESSMENTS

Description	Weighting	Due Date
Case Analysis (Group Work)	15%	Weeks 2-11
Midterm Exam	10%	Week 6
Individual Written case study analysis	10%	Week 7
International Business Plan Project (Group Work)	15%	Week 9
Final Exam	50%	

University examination period is from 18<sup>th</sup> of February, 2011.

### Assignment 1

Weekly (Case Analysis-Presentation- Group Work)

Due Date: From Week 2

Value : 10%

Time: 25 minutes all up.

The class will be divided into groups of 2-4 members depending upon the total number of students each group will discuss and present the analysis for the week's case study/ reading material within a time period of 25 minutes via ppt online. Each group will be given a mark out of 15 for the presentations. All case studies are on Blackboard.

Marks would be allocated for the following criteria:

- Analytical skills
- Innovative solutions
- Team work
- Presentation skill.



## Assignment 2

Case Analysis (Individual written work)

Due Date: Week 7 - 17.1.11

Value: 10%

Length: 4-5 pages

You will find 3 large cases on the Black Board:

- a) Dell
- b) Harley Davidson
- c) Coca Cola

Please select any one of the case studies and submit an individual case analysis of the case in report writing format. The process of analysing a case study will be taught to you in the first lecture and a "How to analyse a case study" document is on the Black Board. The case analysis report will include:

### **A. Introduction.**

**B. Body** (should include the following sections: identification of major stakeholders and their problems, objective and concern; positive and negative views, identification of problems; analysis of alternative solutions; recommended solutions, managerial implications)

**C. Conclusion** Briefly summarize the essential complexities posed in this case and the significance of optional solutions. Marks will be allocated to each of these. Detailed criteria are up on the Black Board.

## Assignment 3

International Business Plan (Group work)

Due date: Week 9 31.1.11

Value: 15%

Length: 20 pages

### **International Business Plan Project**

In this project students develop a plan to introduce a new product or service into a market somewhere around the globe. The assignment includes the following:

1. Identify the distinctive features of doing business in a specific country (e.g., demographics, economic conditions, competition, political/legal forces, cultural forces, etc.).
2. Conduct a Risk Assessment that describes the various risk factors associated with doing business in that country (e.g., political risk, currency risk, economic risk, property rights risk, etc.).
3. Identify a product or service that you would like to market in this country. Identify the specific rationale that makes your idea a viable business opportunity.
4. Develop a Market Entry Strategy and specific Market Entry Plan to enter the country of choice (e.g., exporting, piggybacking, counter trade, foreign production, etc.).

There are some good resources available to assist students in examining the economic, political, cultural, infrastructural, and demographic factors around the globe:

- [Global Entrepreneurship Monitor reports](#) (see drop down on upper right hand corner of this site for specific country report)
- [World Bank website](#) (click on Documents & Reports, and use the country search feature - this site has a wealth of information on many key topics)
- [CIA World Fact book](#) (extensive information available at this site)

An International Business Plan will be uploaded on the Blackboard for guidance. The best projects will be submitted to the Austrade Business Plan competition:

### **Austrade International Business Plan Competition 2010**

The 2010 International Business Plan Competition for individual students and teams enrolled at a tertiary institution in Australia is open from February to 15 October.

The competition enables tertiary students to plan the elements required for an Australian business to sell its products or services overseas. Entrants may select one of three streams, reflecting differing stages of growth for an Australian-based business:

1. **International business concept** – a new business idea that is not yet operating.

2. **New to international business** – an existing business that is not yet selling overseas
3. **Expanding markets** – business is currently doing business overseas and plans to expand into another market that has sales opportunities for the product or service.

International business plans should consider elements such as business capability, market research, market entry strategy, marketing strategy and international business administration.

Lecturers are encouraged to include the competition in their assessment programs. The [rules and entry form](#) (55KB) provides an outline of the competition.

Also available is a [market research file](#) (116KB) to help students select overseas markets based on real demographic, cultural and commercial information. This market research file contains advice and useful links to data, articles and agencies related to our trading partners.

The winning individual or team will receive \$2,000. The opportunity to attend the National Export Awards Presentation and Gala Dinner in November will be presented to the national individual winner (or the designated representative in a team entry).

## **ASSESSMENT CRITERIA FOR THE PROJECT**

The quality of your research project in this unit will be assessed on the following criteria:

- Extensive Quality Research
- Organisation of the project
- Team Work
- Decisions made
- Outcomes

## **RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**

- Demonstrate successful team work
- Appraise through experiential learning of corporate settings, various business situations
- Demonstrate professional presentation skills and analytical skills
- Acquire strong conceptual knowledge along with examinable skills in the real time real world corporate cases
- Acquire knowledge on all aspects of launching a global business by conducting in depth research in the country of choice selected for doing business with.
- Critically analyse the assigned cases

- Participate in class discussions
- Demonstrate an understanding of the theoretical conceptual and practical issues in International business by recalling facts theory and examples

## **EXAMINATIONS**

### **MID TERM EXAM**

Date:	Week 7- 17.1.11
Value:	10%
Length:	1.5 hours
Format:	Case study, Essay questions and exercises

### **FINAL EXAM**

Date:	Week 11- 18 <sup>th</sup> February 2011
Value:	50%
Length:	2.5 hours
Format:	Case study, Essay questions and exercises.

## **RESEARCH AND PRACTICE**

- This unit gives you practice in applying research findings in your assignments
- This unit gives you opportunities to conduct your own research

## **SUPPLEMENTARY RESEARCH READINGS**

Students are requested to read the additional readings on Blackboard. Most readings will be put on Blackboard and if necessary hard copies will be distributed.

### **WEBSITES**

Global edge Global business resources  
<http://globaledge.msu.edu/>

Virtual Library on International Development  
<http://www2.etown.edu/vl/intldev.html>

The World Index of Chambers of Commerce & Industry  
<http://www.worldchambers.com/>

The United Nations  
<http://www.un.org/>

A Business Researcher's Interests: International Business  
Technology Information Research Portals on World's Countries & World  
Newspapers  
<http://www.brint.com/International.htm>

## **JOURNALS**

Harvard Business Review;  
Journal of Business Strategy;  
Mckinsey Quarterly.  
Emerald Library Database (<http://www.emerald-library.com>)  
Asia Week  
Asian Wall Street Journal  
Business Review Weekly  
Journal of International Business Studies  
Management Review  
Straits Times  
The Australian Bulletin  
The Australian Financial Review  
Economist & Fortune

## **READINGS:**

Bartlett Christopher A. and Sumatra Ghoshal. (2008). (5th edn.) Transnational Management: Texts, Cases, and Readings in Cross-Border Management. McGraw-Hill Higher Education. ISBN: 0071259155

Beamish, D W., Killings, J.P., Lecraw, D.J., and Crookell, H. 1994. International Management: Texts and Cases, Irwin, Burr Ridge, Illinois.

Buckley, P.J. & Gauri, P.N. (eds) (1999) The Internationalization of the Firm. A Reader, Thompson Publishing

Carlton, Dennis W. and Perloff, Jeffrey M. (2005). Modern Industrial Organisation. Pearson. ISBN: 0321223411

Caves, Richard E. (2007). (3rd edn.). *Multinational Enterprises and Economic Analysis* (Cambridge Surveys of Economic Literature). Cambridge University Press.

ISBN: 052167753X

Chang, S.J. & Rosenzweig, P. (2001) 'The Choice of Entry Mode in Sequential Foreign Direct Investment', in *Strategic Management Journal*, 22: 747-76.

Crane, A. and Matten, D. 2006. (2nd edn.). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Oxford University Press.

ISBN: 0199284997.

Cullen, J.B., 2002. *Multinational Management: A Strategic Approach* 2nd edition. Thomson Learning, Ohio.

Daniels, John D., Radebaugh, Lee H., and Sullivan, Daniel P., *International Business: Environment and Operations*, 11th edition, Prentice-Hall Inc., Upper Saddle River, NJ, 2007.

Deresky, H. 2002. *International Management – Managing Across Borders and Cultures* 4th Edition, Prentice Hall, New Jersey

De George, R. (1993) *Competing with Integrity in International Business*, Oxford University Press, New York.

ISBN: 0195082257

Dowling, P.J. Festing, Marion, and Engle, Allen D. (2007) *International Human Resource Management*, Thomson.

ISBN: 1844805425

Dunning, John and Lundan, Sarianna (2008) *Multinational Enterprises and the Global Economy*, Edward Elgar Publishing.

ISBN: 1847201229.

Edwards, R., Nyland, C., Coulthard, M. *Readings in international business: an Asia Pacific perspective*, Frenchs Forest, N.S.W.: Prentice Hall-Sprint Print, 2000

Dewey J. (1938). *Experience and education*. New York: The Macmillan Company

Davidson, W.H. and de la Torre, J. 1989. *Managing the Global Corporation: Case Studies in Strategy and Management*, McGraw-Hill, Singapore

Ellis, J and Williams, D.1995. International Business Strategy, Pitman Publishing, London

Fatehi, K. 1996, International management, A Cross-cultural and Functional Perspective, Prentice hall, New Jersey.

Hodgetts, R.M. and Luthans, F. 1994.International Management, McGraw-Hill, New York, N.Y.

Hofstede, G. 1991, Cultures and Organizations, Harper Collins Publishers, Glasgow.

Marcic, D. and Puffer, S.M. 1994. Management International: Cases, Exercises and Readings, West Publishing, St Paul, MN

Mead, R. 1994, International Management: Cross-Cultural Dimensions, Blackwell Publishers, Cambridge, Mass.

Michael R. Czinkota, Ilkka A. Ronkainen, Michael H. Moffett, (2004): International Business, 7e (International edition), Thomson, South-Western.

Ohmae, K. 1991, The Borderless World, Harper Collins Publishers, Glasgow.

Rodrigues, C. 1996, International Management: A Cultural Approach, West Publishing, St Paul, MN

Summers, J. & Smith, B. 2003, Communication Skills Handbook: How to succeed in written and oral communication, 5th ed., John

## **REFERENCING GUIDLINES**

The Harvard Style of referencing is recommended in this unit.

Please refer to the University Library website on referencing for further details:

<http://www.lib.mq.edu.au/readyref/cites.html>

	<b>Assessment Task 1</b>	<b>Assessment Task 2</b>	<b>Assessment Task 3</b>	<b>Assessment Task 4</b>	<b>Assessment Task 5</b>
Title/Name	CASE PRESENTATION GROUP WORK	CASE ANALYSIS INDIVIDUAL WORK	MIDTERM EXAM	INTERNATIONAL BUSINESS PLAN	FINAL EXAM
Description	Groups will discuss and present the analysis for the week's case study/ reading material in a time period of 25 minutes in class	Individual case analysis in report writing format.	Case study, Essay questions and exercises	In this project students develop a plan to introduce a new product or service into a market somewhere around the globe.	Case study, Essay questions and exercises
Due date	Week 2-12	Week 7 - 17.1.11	Week 6 14.1.11	Week 9	Week 10 18.2.11
% Weighting	15%	10%	10%	15%	50%
Grading method - marking criteria/ standards - expectations in relation to presentation - referencing requirements or refer to attached marking rubric					
Submission method	In class (group work)	(Individual task)	In class	Submit online	University examination process
Feedback ( <i>type, method, date</i> )	On the day of presentation	Week 10 21.10.10	Week 8 7.10.10	Week 13 11.5.10	Not declared
Estimated student workload (hours)					
Learning outcomes assessed					
1	Effective	Critical,	Acquire	Research	Acquire strong



	<b>Assessment Task 1</b>	<b>Assessment Task 2</b>	<b>Assessment Task 3</b>	<b>Assessment Task 4</b>	<b>Assessment Task 5</b>
	Communication	Analytical and Integrative Thinking	strong conceptual knowledge along with examinable skills in the real time real world corporate cases	skills	conceptual knowledge along with examinable skills in the real time real world corporate cases
2	Analytical skills	Problem Solving and Research Capability	Demonstrate an understanding of the theoretical conceptual and practical issues in International business by recalling facts theory and examples.	Organisation skills	Demonstrate an understanding of theoretical conceptual and practical issues in International business by recalling facts theory and examples.
3	Innovative solutions	Effective Communication		Team work	
4	Team work	Capable of Professional and Personal Judgement and Initiative		Decision making skills	
5	Presentation skills			Acquire knowledge on all aspects of launching a global business by conducting in depth research in	

	Assessment Task 1	Assessment Task 2	Assessment Task 3	Assessment Task 4	Assessment Task 5
				the country of choice selected for doing business with.	

## GENERAL EXAMINATION INFORMATION

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at [http://www.mq.edu.au/policy/docs/special\\_consideration/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html)

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: <http://www.mq.edu.au/policy/docs/examination/policy.htm>

## ACADEMIC HONESTY

The nature of scholarly endeavor, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at [http://www.mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)

## **GRADES**

Please refer to relevant Bachelor Degree rule in the Handbook of Undergraduate Studies.

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

For an explanation of the policy see <http://senate.mq.edu.au/rules/Guidelines2003.doc> or <http://senate.mq.edu.au/rules/detailedguidelines.doc>.

## **GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING**

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

[http://www.businessandconomics.mq.edu.au/for/new\\_and\\_current\\_students/undergraduate/admin\\_central/grade\\_appeals](http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals).

## **SPECIAL CONSIDERATION**

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

[http://www.mq.edu.au/policy/docs/special\\_consideration/procedure.html](http://www.mq.edu.au/policy/docs/special_consideration/procedure.html)

## **STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

## **IT CONDITIONS OF USE**

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

**GROUP ASSIGNMENT COVER SHEET**

BUS	8	0	4
Group Number			

Please complete ALL sections in CAPITAL LETTERS and attach to the front of your assignment.

<b>LECTURER</b>													
<b>ASSIGNMENT NAME</b>										<b>DUE DATE</b>			
<b>GROUP MEMBER</b>													
<b>SID NUMBER</b>										<b>FAMILY NAME</b>			<b>EMAIL ADDRESS</b>
1													
2													
3													
4													
5													
6													

**CERTIFICATION**

Please confirm that your assignment meets with ALL of the following requirements by ticking each box and by ALL group members signing below. Assignments that do not comply with the following requirements MAY NOT BE MARKED.

- We certify that this assignment is the work of the group, based on their personal study and research, and that all material and sources in the preparation of this assignment have been appropriately acknowledged. We have read and understood the policy on plagiarism set out at <http://www.student.mq.edu.au/plagiarism/> and understand that students found to be plagiarizing will be penalized.
- All Business Plans will be uploaded on BB

1. -----	4. -----
2. -----	5. -----
3. -----	6. -----
SIGNATURE OF GROUP	DATE