



College of Commerce  
Division of Economic and Financial Studies  
Business Department

**BUS 302:**  
**INTERNATIONAL BUSINESS POLICY**

***UNIT OUTLINE***  
***Semester 2, 2005***

Lecture: Monday, 1-4 pm , E5A 119

**Unit Convenor: Associate Professor Marc Jones**  
**Lecturer: Dr Meena Chavan**

**Prerequisites: BIntB or BeBus; 40cp**

**Students in this unit should read the Unit Outline carefully at the beginning of the semester. It contains important information about the unit. If anything in it is unclear, please consult the Unit Convenor.**

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**MACQUARIE UNIVERSITY**  
**College of Commerce**  
**Division of Economic and Financial Studies**  
**Business Department**

**UNIT:** **BUS302 – International Business Policy**

**UNIT WEIGHT:** **3 Credit Points**

**LECTURER:** **Dr Meena Chavan**  
**Building C5C Room 335**  
**Phone contacts: 9685 9239**  
**Mobile: 0418 971 952**

**ATTENDANCE:** **ONE SEMESTER, 1.5 HOURS LECTURE**  
**1.5 HOURS TUTORIAL (PER WEEK)**

<b>Class Assignments</b>	<b>20% (Group Work)</b>
<b>Mid term Exam</b>	<b>15%</b>
<b>Final Project</b>	<b>15% (Individual Work)</b>
<b>Final Exam</b>	<b>50%</b>
<b>TOTAL:</b>	<b>100%</b>

## **BRIEF DESCRIPTION OF THE UNIT:**

*“Face-to-face learning done together - in the classroom - where we can challenge and debate real business situations in a learn-by-doing, interactive setting is an exciting, energized approach that’s light years beyond listening to someone lecture.”*

The challenges facing managers of large multinational corporations (MNCs) have continued to evolve over the past decade. MNCs are expanding their operations in large emerging economies like India and China central to their global strategies; they are coming to grips with social responsibilities questions and challenges raised by the anti globalization movement; and they are dealing with widespread excess capacity worldwide and the threat of a prolonged period of economic slowdown in the global economy.

Although each of these challenges requires its own dedicated responses, MNC managers must still understand them within a broader context of global strategy and cross border management.

The purpose of this unit is to provide such a context - a conceptual framing of the interplay between the MNC, the countries in which it does business, and the competitive environment in which it operates. Even though many of the specific challenges will continue to evolve we believe that the conceptual framework- the powerful lens through which the changes can be viewed should be robust enough to endure. The aim of this unit to provide such a lens.

This course focuses on how multinational firms operate in a global economy. It will help the student understand the management challenges associated with developing strategies and handling the operations of companies whose activities stretch across national boundaries.

## **RATIONALE & OBJECTIVES**

This course is designed to introduce students to critical 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 also explores the challenges, dynamics and processes involved in managing the multi-national company. It aims 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 by exploring:

- The nature and scope of international management issues;

- Demands of operating in a global environment
- Operating tasks involved in implementing multidimensional global strategies
- Strategies used by influential multinationals and learn more about the industries in which they operate;
- Identifying key factors which serve to differentiate business systems in various cultural and economic settings;
- Evaluate and enhance the ability to think strategically and synthesize knowledge from other business disciplines.

The course will provide opportunities for students to bring their diverse perspectives and experiences; solve complex business problems; and build on the knowledge acquired in several previous functional courses.

The rationale behind studying this unit is that no firm today can survive without going Global. We live in a Global economy and this unit focuses on global corporate strategies and foreign market entry strategies. Key issues associated with entry strategy decisions, including entry selection modes, control and location selection will be examined. 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, and other learning strategies throughout the semester.

This course also provides students with the ability to analyse the impact of the international environment upon the firm and management. Dimensions of international management practice, including the impact of culture on communication, negotiation and leadership, will also be examined to assess a firm’s capacity to respond proactively.

Course Outline/Schedule

WEEK	DATES	Chapters & Lectures;	ASSIGNMENT DETAILS
1	1/8/05	Lecture 1 Introductory lecture & Identifications of groups. <b>Chapter One:</b> Expanding Abroad: <u>Motivations, Means and Mentalities</u>	Short cases: Hand outs
2	8/8/05	Lecture 2 <b>Chapter Two:</b> Managing Conflicting Demands: <u>Global Integration, Local Responsiveness, and Worldwide Learning.</u>	<u>Case 2-1:</u> Toys "R" Us Japan
3	15/8/05	<b>I Group Assignment Presentation-5%</b>	
4	22/8/05	Lecture 3 <b>Chapter Three:</b> Developing Strategic Capabilities: <u>Building Layers of Competitive Advantage</u>	<u>Case 3-3:</u> B Sky B
5	29/8/05	Lecture 4 <b>Chapter Four:</b> Developing Coordination and Control: <u>The Organizational Challenge</u>	<u>Case 4-3 :</u> Schneider Electric Global account Management
6	5/9/05	<b>II Group Assignment Presentation-5%</b>	
7	12/9/05	<b>MIDTERM EXAM</b>	<b>15 % Weightage</b>
		<b>MIDTERM BREAK</b> 17th September to 3 <sup>rd</sup> October	

8	10/10/05	Lecture 5 Chapter 5: Creating and Leveraging Knowledge: <i>The worldwide learning challenge</i>	<u>Case 5-2</u> : Mc Kinsey & Company: <i>Managing Knowledge and Learning</i>
9	17/10/05	III Group Assignment Presentation 5%	
10	24/10/05	Lecture 6 Chapter 6 : Managing across boundaries: <i>The collaborative Challenge</i>	<u>Case 6-3</u> <i>Star Alliance (A); A Global Network</i>
11	31/10/05	Lecture 7 Chapter Seven: Building Multidimensional Capabilities: <i>The Management Challenge</i>  Chapter Eight: Preparing for the Future: <i>Evolution of the Transnational</i>	<u>Case 7-2</u> : <i>Silvio Napoli at Schindler India</i>
12	7/11/05	IV Group Assignment Presentation - 5% Review of course Hand over of final projects. No late projects will be accepted.	
13		Final exams 16 <sup>th</sup> November to 2 <sup>nd</sup> December	50% Weightage

#### ASSIGNMENTS:

#### Assignment 1 (Group Case Analysis-Presentation)

Due Date: Week 3, 6, 9 & 12

Value : 20%

The class will be divided into 8 groups of 5 members and each group will discuss and present the analysis for the week's case study/ reading material in a time period of 20 minutes in class. Each group will be given a mark out of 5 in each of the 4 presentations.

Students are supposed to read the week's case study and be ready to discuss, defend and question other groups before coming to class.

### **Assignment 2 (Individual work)**

#### **Doing Business with a country of your choice.**

**Due Date:** 7.11.05  
**Value:** 15%  
**Length:** 10-15 pages

Please speak to the lecturer before you embark on this assignment. Select a country of your choice and explore the following areas:

Regional analysis, country analysis, political, legal, market, exchange, economic, cultural and business risk analysis. Trade barriers, current affairs, ethical concerns, HR, training, infrastructure, salary rates, standard of living, education, recreation, housing, affordability, taxation and government policies, languages and more.

### **FINAL EXAMINATION (CLOSED BOOK)**

**Date:** Examination Period  
**Value:** 50%  
**Length:** 3 hours

The final exam will test your practical application skills, through, critical analysis, case studies and short questions.



## IMPORTANT

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.

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. Students will also prepare a page of write up every week before they come to class for discussion. 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, please let me know in advance so that I don't embarrass you inadvertently.

**Please turn off your mobile phones while you are in class. Unless it is absolutely essential, please refrain from leaving the class in the middle of a discussion.**

**VERY IMPORTANT:** You must acknowledge the work of other authors accurately, consistently and completely, both in the body of the essay and in the bibliography. References should be formatted properly, using standard Harvard referencing system. Please refer to the recommended references in this document.

### TEXT & REFERENCES:

**TEXT: Transnational Management—Text, Cases, and Readings in Cross-Border Management," 4<sup>th</sup> 2004. Bartlett, C. A., Ghoshal, S., Birkinshaw, J. 4th Edition Irwin, Mc Graw Hill.**

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

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

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

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 Wiley & Sons Australia, Milton.

### **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

## **EXAMINATIONS**

The University examination period in Second Half Year 2005 is from 16 November to 2 December,

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

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. Information about unavoidable disruption and the special consideration process is available at

<http://www.reg.mq.edu.au/Forms/APSCons.pdf>

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.

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is the final day of the official examination period.

## **PLAGIARISM**

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

## **UNIVERSITY POLICY ON GRADING**

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://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or

<http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

## **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>.