



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

BUS 302 INTERNATIONAL BUSINESS POLICY

UNIT OUTLINE SEMESTER 2, 2007

Time: 1-4 pm Mondays, E5A 119

Lecturer: A/Prof Stephen Chen

Pre requisites: Enrolment in BInt or BeBus

Lectures: Bldg E4A Level 6 Room 639

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

UNIT NUMBER: BUS302

UNIT TITLE: INTERNATIONAL BUSINESS POLICY

UNIT WEIGHT: 3 CREDIT POINTS

UNIT LEVEL: 300

PRE-REQUISITES: Enrolment in BInt or BeBus

CO-REQUISITES: NIL

FORMAL CLASS ATTENDANCE:
ONE SEMESTER,
1.5 HOURS LECTURE
1.5 HOURS TUTORIAL PER WEEK

ASSESSMENT:

In Class Participation	10 %
Individual Assignment	25%
Group Project	30%
Final Exam	35%
TOTAL	100%

Teaching Staff

- **Lecturer: A/Prof Stephen Chen**

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Consultation times to be advised

Unit Web Page

Lecture Notes, Case Studies, the Unit Outline and important notices will be posted on Web CT. Please consult the web site at least once a day.

<http://online.mq.edu.au/>

About This Unit

Over the last twenty years, most if not all, business sectors have been drastically affected by global competition as well as by the globalization of consumer preferences and business practices. The nature of the corporation, rules of competition, industry boundaries, and political realities are all factors that are undergoing rapid change. New technologies, regional economic treaties, and a surge in cross-border political and business alliances have made the world more interconnected and more interdependent than in previous times. Business organizations, managers, workers, and consumers are all being affected by these forces of globalization.

The purpose of this course is to introduce students to the critical business policy issues that these changes in the business environment raise for businesses competing in global markets and to provide insights on the practices and policies used by businesses competing globally. By examining cases of real firms, the course will introduce students to a range of tools and frameworks for analyzing such issues and at the same time provide an overview of key issues in international business policy today.

Some of the key topics that will be covered in the course are:

- What is globalization and what is global strategy/policy?
- Industry Analysis
- Firm resource and capability analysis
- International Institutions, Cultures and Ethics
- Foreign market entry
- International Strategic Alliances and Networks
- Competitive Dynamics in Global Industries
- Multinational Organisation
- Global Diversification and Acquisition strategies

Objectives

There are three primary objectives of this course. The first objective is to provide a better understand of a fundamental question in international business and strategic management: ***What determines the international success and failure of companies?***

The second objective is to learn about business strategies in ***transition and emerging economies***. (“Transition economies” include former socialist countries in Central and Eastern Europe, the former Soviet Union, and East Asia. “Emerging economies” represent an even broader range of countries, which not only include most transition economies, but also South and Southeast Asia as well as

Latin America.) Not only are many Western multinational enterprises (MNEs) concentrating more resources in these countries but firms from these countries are increasingly becoming significant players in Western markets.

The third objective is to gain an understanding of the *strategies of local firms* in response to international competition. Many business ventures fail abroad, because foreign entrants fail to understand the aims and strategies of local firms. Similarly, many international business courses focus exclusively on the foreign entrants' standpoint on how to enter and compete. This course will take a more balanced approach by also studying how local firms compete against foreign competitors.

Course Outline/Schedule

Week	Date	Lecture topic and reading	Assignment
1	30/7/2007	What is Strategy and what is globalization? <i>Textbook Chapter 1</i>	
2	6/8/2007	Industry Analysis <i>Textbook Chapter 2</i>	
3	13/8/2007	Resource and capability analysis <i>Textbook Chapter 3</i>	
4	20/8/2007	Institutions, Cultures and Ethics <i>Textbook Chapter 4</i>	
5	27/8/07	Foreign market entry Chapter 6	
6	3/9/2007	Alliances and networks <i>Textbook Chapter 7</i>	Individual assignment due
7		PUBLIC HOLIDAY	
8	10/9/2007	Review session	
9	8/10/2007	Competitive Dynamics <i>Textbook Chapter 8</i>	
10	15/10/2007	Multinational Organisation <i>Textbook Chapter 10</i>	
11	22/10/2007	Diversification and Acquisition strategies <i>Textbook Chapter 9</i>	
12	29/10/2007	Integrative cases: Group presentations (1)	Group presentations (1) due
13	5/11/2007	Integrative cases: Group presentations (2)	Group presentations (2) due

Assignments

Assignment 1 (Individual work)

Due Date: 3/9/2007
Value : 25%
Report Length: 2,000-2,500 words

Assignment 2 (Group work)

Due Date: **Group presentation due on 29/10/2007 or 5/11/2007**
Group report due on 12/11/2007

Value: 30%

Presentation: 20-25 minutes

Report Length: 3,000-4,000 words

The class will be divided into groups of 5-6 members and each group will be required to prepare a 20-25 minute presentation in class and a written report. Marks will be given for both content and style of presentation.

FINAL EXAMINATION (CLOSED BOOK)

Value: 35%
Length: 3 hours

Examinations

The University examination period for the second half year 2007 is to be advised. 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/APSCon.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.

Advice for Class Discussion

This is a discussion-oriented class and students are expected to have read all of the assigned readings and case studies prior to class so they are ready to discuss them in class. Every student is expected to participate and 10% of the course marks will awarded for class participation.

In your case analyses, you should refrain from simply summarising the case or repackaging the information already provided in the case. Instead you should try and propose alternative managerial views and action plans, and discuss the relevance and appropriateness of the frameworks proposed in the readings and lectures, making use of the information provided in the case. Marks will be awarded for evidence of thinking about the case, not merely repeating what the author says.

"Dos" for Case Discussions

- Keep an open mind
- Relate outside experience
- Be provocative and constructive
- Do listen to other people
- Do be brief
- **Please turn off your mobile phones while you are in class and unless it is absolutely essential, please refrain from leaving the class in the middle of a discussion.**

"Don'ts" for Case Discussions

- Do not make sudden topic changes; recognize the flow of discussion
- Do not repeat yourself and others
- Do not "cut" others to "score points"
- Do not hog the discussion

Remember it is the *quality* of your participation, not the quantity (or “air time”), that will lead to good performance in class discussion. As a guide, the following criteria are employed in marking class participation:

- ***Excellent*** class participation: The student consistently attends class, consistently contributes to case discussions, and consistently demonstrates superior understanding and insights

- **Good** class participation: The student consistently attends class, consistently contributes to case discussions, and occasionally demonstrates superior understanding and insights
- **Poor** class participation: The student inconsistently attends class, inconsistently contributes to case discussions, and rarely demonstrates superior understanding and insights.

Advice on writing the individual and group reports

Briefly summarize the situation (one paragraph or two). **Do NOT use the bulk of the report to restate the situation.** The assigned readings are meant to provide you with an analytical model upon which you can draw for your case analysis. **Focus on this key question: Why does the focal organization(s) in the case succeed or fail?** The paper should be **analytical**, rather than descriptive. You should write the report as if you were writing a report for someone who is familiar with the case situation, but may not have the technical background. Therefore, you should focus on your report on what you can add to the information in the case. Make solid, actionable recommendations and avoid making empty suggestions. For example, making recommendations such as "We need to be more competitive" is not very useful and will be unlikely to gain many marks. Instead consider how to be more competitive? In what ways? In what markets? With what speed?

You must acknowledge the work of other authors and sources consulted accurately, consistently and completely, both in the body of the essay and in the bibliography. References should be formatted properly, preferably using the standard Harvard referencing system.

Textbook

The required textbook for the course is 'Global Strategy' by Mike W. Peng, published by Thomson-South Western Publishing, 2006.

Special Consideration

You are expected to attend scheduled examinations with the other students completing this unit. If extraordinary circumstances prevent you from attending the scheduled examination or affect your performance in an examination, you may wish to lodge a request for special consideration.

Any such requests must be lodged on the appropriate form. If there are medical circumstances you wish to be taken into account when considering your request, the medical information must be lodged on the attached Professional Authority Form. No other form of medical certificate will be recognised.

Supplementary Examination

The academic staff managing this unit may, **at their discretion**, decide that, in the light of the circumstances set out in a request for special consideration, the appropriate way to assess your performance in this unit is to invite you to sit a supplementary examination. *(It is not automatic that you will receive a supplementary examination if you have missed an examination due to medical reasons or misadventure. Students need to have an adequate performance in other assessment components to be considered for a supplementary examination.)*

Support Services for Overseas Students

The University Counselling and Health Services have appointed a Counsellor specifically to assist students from overseas countries and those who speak English as their second language. She is particularly expert in assisting with difficulties which involve adjustment to University life or to Australian custom, personal difficulties or the skills of studying, of reading, learning and remembering, or organising and motivating study, or of facing the examinations. Much of the work with students is conducted on an individual basis in a confidential setting. However, each semester groups are conducted to assist students in study skills, stress management and preparation for returning to the home country.

Cheating and Plagiarism

Cheating and plagiarism are regarded as attempts to gain an unfair advantage over your fellow students and will not be tolerated. Please read the Plagiarism and Cheating document below which sets out the Division's policy in these matters.

The Dangers of Cheating and Plagiarism and how to avoid them

To cheat in the context of university assignments, tests and examinations is to attempt to gain an unfair advantage by violating the principles of intellectual and scholarly integrity. Cheating also encompasses plagiarism, which is the appropriation or imitation of a person's ideas and manner of expressing them.

What is Cheating

You will be guilty of cheating if you do any of the following:

1. Copy from another student during a test or examination. This is cheating whether or not there is collusion between the students involved. Collusion with another student who wishes to cheat from you exposes both parties to penalties under University Regulations.
2. Use or paraphrase the work of others, including any document, audio-visual or computer-based material, when preparing an assignment or writing an examination, and pretend it is your own work by not acknowledging where it came from.
3. Copy from another student's coursework whether that copying is with or without the knowledge of that student. This includes:
 - copying all or part of someone else's assignment
 - allowing someone else to copy all or part of your assignment
 - having someone else do all or part of an assignment for you
 - doing all or part of someone else's assignment for them.
4. Make up data and fabricate results in research assignments.
5. Impersonate someone else in an examination or test, or arrange such impersonation.
6. Use forbidden material in a test or examination, whether in printed or electronic form.
7. For example, attempting to use a non-standard calculator in a restricted calculator examination.

Why is it Wrong?

If you take and use the work of another person without clearly stating or acknowledging your source, you are falsely claiming that material as your own work and committing an act of plagiarism. This is wrong because:

it violates the principle of intellectual and scholarly integrity.

it devalues the grades and qualifications gained legitimately by other students.

Preventing Cheating

All students and staff have a responsibility to prevent, discourage and report cheating.

Typically students cheat because they are having difficulty with the unit content, the language of the unit, or both. Cheating and/or plagiarism can be a temptation when students are experiencing difficulty with a heavy workload in the unit and seek to save time by using others work.

To avoid having students resort to cheating, the University provides many services to help students with their course or to make thoughtful decisions about whether to continue. Within the Division of Economic and Financial Studies, students should first seek assistance from their tutor and/or

lecturer. The University also offers help through the Dean of Students or the University Health and Counseling Services.

There is a difference between getting help and cheating. You are encouraged to get help if you need assistance to understand the material and any set work so that you are in a better position to create your own answers.

How to play it safe

To maintain good academic practice, so that you may be given credit for your own efforts, and so that your own contribution can be properly appreciated and evaluated, you should acknowledge your sources and you should ALWAYS:

- (i) State clearly in the appropriate form where you found the material on which you have based your work, using the system of reference specified by the Division in which your assignment was set;
- (ii) Acknowledge the people whose concepts, experiments or results you have extracted, developed or summarised, even if you put these ideas into your own words;
- (iii) Avoid excessive copying of passages by another author, even where the source is acknowledged. Find another form of words to show that you have thought about the material and understood it, but remember to state clearly where you found the ideas.

There is nothing wrong with working with other students in a group; indeed sometimes you will be encouraged to do so. But after a certain point, each student must work on their own to produce their own written answers. If no specific guidelines for group-work have been given, a reasonable interpretation is that it is acceptable for two or more students to discuss a problem among themselves or with a staff member. The group may then agree that the answer should include certain points. But then each member of the group must independently write their own answer to the problem.

Penalties

Students who are guilty of cheating and plagiarism will be penalised. Depending on the nature of the offence, the unit coordinator will determine the penalty. For example, extensive plagiarism may result in zero marks for an assignment. Repeat offences will be referred to the University Discipline Committee and may result in failure or exclusion from the university.

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>.

Classroom Etiquette

Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor.