



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

# **BUS 302**

# **INTERNATIONAL BUSINESS POLICY**

## ***UNIT OUTLINE SEMESTER 2, 2008***

**Lecture 1: 1-4 pm Mondays E6A 102  
Lecture 2: 4-7 pm Mondays W6B 315**

**Lecturer: A/Prof Stephen Chen**

**Prerequisites: Enrolment in BIB, BeBus or BBA**

**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.**

# BUS302

**Consultation times: 10.30 am -12.30 pm Mondays or other times by appointment**

**E4A Level 6 Room 639**

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**UNIT TITLE: INTERNATIONAL BUSINESS POLICY**

**UNIT WEIGHT: 3 CREDIT POINTS**

**UNIT LEVEL: 300**

**CO-REQUISITES: NIL**

**ATTENDANCE: One Semester  
(1.5 Hours Lecture plus 1.5 Hours Tutorial Per Week)**

**ASSESSMENT:**

**Case analyses 20 %**

**Individual Assignment 25%**

**Group Assignment 25%**

**Final Exam 30%**

**TOTAL 100%**

## **BRIEF DESCRIPTION OF THE UNIT**

Over the last twenty years, most, if not all, business sectors have been drastically affected by global competition as well as by the globalisation 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 organisations, managers, workers, and consumers are all being affected by these forces of globalisation.

The purpose of this course is to introduce students to the critical business policy issues that these changes in the international 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 analysing such issues and at the same time provide an overview of key issues in international business policy today. A familiarity with concepts covered in a general business policy/strategic management course such as BUS301 or an equivalent course will be helpful, although these will be reviewed throughout the course.

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

- What is globalisation and what is global business policy/strategy?
- Analyzing Global Industries
- Resource and capability analysis for global firms
- International Institutions, Cultures and Ethics
- Foreign market entry
- Global Strategic Alliances and Networks
- Competitive Dynamics in Global Industries
- Multinational Organisation
- Global Diversification and Acquisition strategies
- Global Corporate Governance
- Global Corporate Social Responsibility

## 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 policy and strategic management: *What determines the international success and failure of companies?*

The second 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 strategy 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.

The third 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.

Teaching and learning on the course will consist primarily of a lecture and a case study discussion each week as well as individual and group assignments to be completed outside class. Students are expected to have read the assigned reading and case study for that week prior to each class so that they are ready to discuss them in class.

**COURSE OUTLINE/SCHEDULE**

WEEK	DATE	LECTURE TOPIC AND READING	ASSIGNMENTS
1	4/8/2008	What is International Business Policy and why is it important? <ul style="list-style-type: none"> <li>▪ <i>Chapter 1</i></li> <li>▪ <i>Case study analysis (posted on Blackboard)</i></li> </ul>	
2	11/8/2008	Global Industry Analysis <ul style="list-style-type: none"> <li>▪ <i>Chapter 2</i></li> </ul>	Integrative Case 1.3: <i>Race to the Great Wall (Q 1 &amp; 2)</i>
3	18/8/2008	Firm resource and capability analysis <ul style="list-style-type: none"> <li>▪ <i>Chapter 3</i></li> </ul>	Integrative Case 1.1: <i>GN Netcom (Q1 &amp; 2)</i>
4	25/8/2008	Global Institutions, Cultures and Ethics <ul style="list-style-type: none"> <li>▪ <i>Chapter 4</i></li> </ul>	Integrative case 1.2: <i>Amazon v. Bookoff in Japan (Q1 &amp; 2)</i>
5	1/9/2008	Foreign market entry <ul style="list-style-type: none"> <li>▪ <i>Chapter 6</i></li> </ul>	Integrative case 2.1: <i>Pearl River Piano (Q 1 &amp; 2)</i>
6	8/9/2008	Global Alliances and networks <ul style="list-style-type: none"> <li>▪ <i>Chapter 7</i></li> </ul>	Integrative case 2.2: <i>Brown Lumber (Q1 &amp; 2)</i>
7	15/9/2008	Global Competitive Dynamics <ul style="list-style-type: none"> <li>▪ <i>Chapter 8</i></li> </ul>	Integrative case 2.4: <i>Are Diamonds Forever? (Q1 &amp; 2)</i>
8	22/9/2008	<b>BREAK</b>	
9	29/9/2008	<b>BREAK</b>	<b>Assignment 1 due 1/10/2008</b>
10	6/10/2008	<b>BREAK</b>	
11	13/10/2008	Global Diversification and Acquisition strategies <ul style="list-style-type: none"> <li>▪ <i>Chapter 9</i></li> </ul>	Integrative case 3.2: <i>Spanish Banks in Latin America (Q1 &amp; 2)</i>

12	20/10/2008	Multinational Organisation Structure ▪ <i>Chapter 10</i>	Integrative case 3.1: <i>Corporate Strategy at Cardinal Health (Q1 &amp; 2)</i>
13	27/10/2008	Global Corporate Governance ▪ <i>Chapter 11</i>	Integrative case 3.4: <i>Ilim Pulp (Q1 &amp; 2)</i>
14	3/11/2008	Global Corporate Social Responsibility ▪ <i>Chapter 12</i>	<i>Suppliers in China</i> (case study posted on Blackboard)
15	10/11/2008	<b>REVISION SESSION</b>	<b>Assignment 2 due 14/11/2008</b>

## TEXTBOOK

The required textbook for the course is '*Global Strategy*' by Mike W. Peng, published by Thomson-South Western Publishing, 2006. This contains all the required readings and case studies, apart from the material which will be posted on Blackboard.

## ASSIGNMENTS

### *Assignment 1 (Individual assignment)*

Please check on Blackboard for details: <http://learn.mq.edu.au>

**Due Date:** 1 October, 2008

**Value :** 25%

**Report Length:** 2,500 words max. (excluding references and appendices)

### *Assignment 2 (Group assignment)*

Please check on Blackboard for details: <http://learn.mq.edu.au>

**Due Date:** 14 November, 2008  
**Value:** 25%  
**Report Length:** 3,000 words max. (excluding references and appendices)

*Case study analyses 1-10 (Individual assignments)*

Refer to the questions listed in the course outline/schedule above. You should consider all the questions listed at the end of each case in preparing for class but in the assignment only answer the questions listed in the course outline/schedule.

**Due Dates:** Each session when a case study is indicated in the course schedule  
**Value:** 20% for total (2% each)  
**Report Length:** 400 words max. per assignment

**FINAL EXAMINATION (CLOSED BOOK)**

**Date:** Examination Period

**Value:** 30%

**Length:** 2 ½ hours

***N.B. REQUIREMENTS TO PASS THE COURSE***

*In order to pass the course a minimum of 30% is required in each of the above components (assignment 1, assignment 2, case study assignments and examination) as well as a minimum of 45% overall.*

## ASSIGNMENT SUBMISSION INSTRUCTIONS

An electronic and a hardcopy of each assignment are required:

- ◆ An electronic copy of all assignments should be uploaded via Blackboard after it has passed the TURNITIN plagiarism check. Instructions are posted on Blackboard.
- ◆ For assignments 1 and 2, one hardcopy of your assignment should also be handed into the ERIC office (building E4B, 106) by the due date. For the case study assignments, one hardcopy should be handed to the lecturer in charge at the beginning of the case study session.
- ◆ All hardcopy assignments must be accompanied by a signed cover sheet, which can be downloaded from the ERIC website. Assignments without a signed sheet will not be marked.
- ◆ For the group assignment 2, only ONE member of the group should upload the electronic copy and hand in the hardcopy assignment but ALL members of the group must sign the cover sheet.
- ◆ You must acknowledge the work of other authors and sources consulted accurately, consistently and completely, both in the body of the report and in the bibliography. References should be formatted properly, preferably using the standard Harvard referencing system.
- ◆ *Late submissions will only be accepted at the discretion of the lecturer. Five percent of the mark for the assignment will automatically be deducted for each day that the submission is late without permission. Assignments that are more than 3 days late without permission may not be marked.*

## ASSIGNMENT EVALUATION CRITERIA

These criteria are a general guide as to the standard expected at the various levels. It will not necessarily be the case that all these criteria will be met at a particular standard, as there may be a superior performance on one of the criteria and not so satisfactory performance on another.



### ***High Distinction Standard (85-100%)***

- The answer is very well written and clearly expressed.
- There is a demonstrated appreciation and understanding of the issues involved.
- The answer is well structured and logically organised.
- There is evidence of a comprehensive analysis of the issues.
- Conclusions are backed by well-reasoned arguments demonstrating a detailed insight and analysis of issues.
- Comprehensive coverage of all relevant issues.
- References are made to the appropriate theories and frameworks for particular issues.
- Issues are analysed and interpreted correctly.
- Theories and frameworks are applied to the particular fact situation in a competent manner.
- There may be consideration of issues not raised in the course

### ***Distinction Standard (75-84%)***

- The answer is very well written and expressed.
- The answer is structured and logical.
- The issues have been reasonably well identified and appreciated.
- There is correct use of referencing.
- Issues have been analysed.
- Reference is made to all appropriate theories and frameworks, although the analysis and interpretation is not as detailed and reasoned as for the high distinction standard.
- There is a comprehensive coverage of the issues.
- Occasional errors of reasoning may still be present.

### ***Credit Standard (65-74%)***

- The answer is generally well written and expressed.
- The answer is structured and sequential.
- Issues are identified and addressed.
- There has been an attempt to analyse some of the issues.
- The coverage of issues is reasonably comprehensive often with a good treatment and analysis of particular points.
- Errors of theoretical application and incorrect reasoning may sometimes be present.
- Depth of treatment is often lacking in some of the issues.

### ***Pass Standard (50-64%)***

- The answer is able to be followed and understood.
- The answer could perhaps be better organised and structured.
- Issues may need to be identified and addressed in more depth.
- Analysis when present may be incorrect.
- Some familiarity with relevant theories and its application is demonstrated.
- Sometimes the conclusions reached are simple.
- There may be several errors of theoretical application or data interpretation
- There may be significant quantities of material of marginal relevance included in the answer.

### ***Fail Standard (< 50%)***

- The answer may be significantly short of the required length.
- The written expression is poor and difficult to understand.
- The answer is poorly organised.
- There has been a failure to identify and address the issues in the question.
- There is a lack of familiarity with the theories and its appropriate application.
- The reasoning and application demonstrated is poor.
- Frequently there is much irrelevant material.

## **ADVICE FOR CASE ANALYSIS AND DISCUSSION**

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 is stated in the case study.

### **"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; recognise the flow of discussion
- Do not repeat yourself and others
- Do not "cut" others to "score points"
- Do not hog the discussion

### **POLICY ON INDIVIDUAL ASSIGNMENTS**

Assignment 1 and the case study analyses are individual assignments and you are expected to submit your own work. You are free to discuss the assignment with other students and individuals but the final assignment submitted must be your own work. Please see guidelines below on cheating and plagiarism.

### **POLICY ON GROUP ASSIGNMENT**

For assignment 2 you will be assigned to a group. It is expected that all group members will contribute equally to the assignment. If any member fails to do so, please inform the course co-ordinator as soon as possible. Students that fail to make a sufficient contribution to the assignment may have marks deducted for the group assignment.

### **UNAVOIDABLE ABSENCE OR OTHER CIRCUMSTANCES DURING THE COURSE**

If extraordinary circumstances affect your performance or prevent you from submitting assignments during the course, you must inform the course co-ordinator and complete a form for 'Advice of Absence Or Other Circumstances', available from the ERIC office (E4B 106) or online at Admin Central. *Please note that work or family commitments will not normally be acceptable excuses.* The circumstances must be extraordinary and something that could not have been reasonably predicted or avoided. Conditions are explained on the EFS Admin Central website.

## **SPECIAL CONSIDERATION DURING THE EXAMINATION PERIOD**

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 form, also available from the ERIC office (Building E4B, 106) or online at Admin Central. 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. Conditions are explained on the EFS Admin Central website.

## **SUPPLEMENTARY EXAMINATIONS**

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.)*

## **ACADEMIC SUPPORT SERVICES**

For general academic and administrative advice, please contact one of the student advisers in the ERIC office (Building E4B, 106). For administrative issues about the course or the degree program such as enrolments, transfers and access to Blackboard or other IT services, please contact one of the administrative staff in the Department of Business in person in Building E4A Level 6, by telephone on 9850-8583 or by email at [business\\_students@efs.mq.edu.au](mailto:business_students@efs.mq.edu.au)

For matters regarding the course work or the assignments, please arrange a meeting with the course co-ordinator.

## **SUPPORT SERVICES FOR OVERSEAS STUDENTS**

The University Counselling and Health Services has 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:

- 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.

- 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.
- 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.
- Make up data and fabricate results in research assignments.
- Impersonate someone else in an examination or test, or arrange such impersonation.
- Use forbidden material in a test or examination, whether in printed or electronic form. 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 Counselling 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 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.

### **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.

<b>High Distinction</b>	<b>(HD)</b>
<b>Distinction</b>	<b>(D)</b>
<b>Credit</b>	<b>(Cr)</b>
<b>Pass</b>	<b>(P)</b>
<b>Conceded Pass</b>	<b>(PC)</b>
<b>Fail</b>	<b>(F)</b>

Your final result will include one of these grades plus a standardised numerical grade (SNG).

Please note that the raw marks for a unit (i.e. the weighted average 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.

For an explanation of the policy see

<http://www.mq.edu.au/senate/rules/Guidelines2003.doc>

or

<http://www.mq.edu.au/senate/rules/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>

## 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.

Students are expected to be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to “silent”.



## **IMPORTANT: FOR STUDENTS ENROLLING IN BBA303**

The unit **BBA303** - Marketing Communications will be replaced by **MKTG310** – Integrated Marketing Communications in 2009.

As BBA303 will no longer be offered **from 2009, please choose MKTG310 instead of BBA303** – students can qualify with this unit as it contains the same course content and number of credit points.