



FACULTY OF  
BUSINESS AND ECONOMICS

**BUS202**

**INTERNATIONAL BUSINESS  
OPERATIONS & MANAGEMENT**

**Semester Two, 2010**

*Department of Business*

**MACQUARIE UNIVERSITY  
DEPARTMENT OF BUSINESS  
UNIT OUTLINE for BUS202**

**Year and Semester:** Semester 2, 2010

**Unit convenor:** Dr. Robert Jack

**[Prerequisites / Co-requisites:]** Admission to BeBus or BUS201 and 30cp

**Credit points:** Three credit pointsUnit

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**

**BUS202** is a 3 credit point unit

This unit will introduce students to concepts of organisational management from an international perspective. It discusses the requirements of managing in an ever changing global environment and the management principles required to develop a successful and sustainable international organisation. Structure, strategy and communication are explored from the perspective of their roles as foundations of the organisation, with an emphasis on how all types of businesses have grappled with the operational and organisational challenges of international business.

Major issues considered include, an emphasis on small to medium size businesses and how they compete on a global level, ethics and social responsibility, issues of technology and knowledge and how organisations use information to support global operations and deliver competitive advantage, the development of new international organisation forms and their implications for management, modes and patterns of international expansion and the management of international strategic cooperation

**TEACHING STAFF**

<b>NAME</b>	<b>ROLE</b>	<b>ROOM NO.</b>	<b>EXT.</b>	<b>EMAIL ADDRESS</b>	<b>CONSULTING TIMES</b>
Dr. Robert Jack	Lecturer & tutor	E4A 643	8463	<a href="mailto:rob.jack@mq.edu.au">rob.jack@mq.edu.au</a>	Mon 1500-1600
Mr. Murray Taylor	Tutor	E4B 104	N/A	<a href="mailto:murray.r.taylor@gmail.com">murray.r.taylor@gmail.com</a>	Mon 1200-1300
Mr. Peter Coffey	Tutor	E4B 104	N/A	<a href="mailto:peter.d.coffey@gmail.com">peter.d.coffey@gmail.com</a>	Mon 1600-1700

### CONSULTATION TIMES

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours.

In order to gain access to staff located at levels 1, 2 and 3 of building E4A during their consultation hours please ring the staff member from the phones available in the lobby (phone numbers of relevant staff members will be provided on Blackboard and are available next to the phones).

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

### CLASSES

LECTURE TIMES	LECTURE ROOM	TUTORIALS	TUTORIAL ROOMS
1200-1400	E7B T2	0900-1000	E6A 109
1600-1800	E6A 102	1000-1100	E6A 109
		1000-1100	C5A 313
		1100-1200	C5A 313
		1100-1200	E8A 386
		1500-1600	C5C 238
		1500-1600	E8A 188
		1800-1900	E6A 108

The timetable for classes can be found on the University web site at:

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

### REQUIRED TEXT

- Kelly, P. (2009) *International Business and Management*, Cengage EMEA 1<sup>st</sup> edition – **this is available for purchase at the University Bookshop**

### OTHER REFERENCES - TEXTBOOKS

- Cavusgil, S. Tamer, Knight, G., Riesenberger, J. R., (2008) *International business: strategy, management and the new realities*, Upper saddle River, N.J.: Pearson Prentice Hall, (ON RESERVE)
- Daniels, J.D., Radebaugh, L. H., Sullivan, D.P., (2007) *International business: environments and operations*, 11<sup>th</sup> ed, Upper Saddle River, NJ: Pearson/Prentice Hall (ON RESERVE)
- Dodgson, M. Gann, D. Salter, A., (2008) *The management of technological innovation: strategy and practice*, Oxford: Oxford University Press (ON RESERVE)

## OTHER REFERENCES – TEXTBOOKS (CONT)

- Domínguez, A. L., (2008) *Global management: strategy, challenges, and uncertainties*, New York: Nova Science Publishers, (ON RESERVE)
- Dowling, P. J. Festing, M. Engle, A.D., (2008) *International human resource management: managing people in a multinational context*, Cengage Learning, Melbourne, (ON RESERVE)
- Hodgetts, R., M. Lutherns, F. and Doh, J. P., (2006) *International management, culture, strategy and behaviour*, 6<sup>th</sup> ed, McGraw-Hill, Irwin, New York, (ON RESERVE)
- Hutchings, K., and De Cieri, H., (2007) *International human resource management: from cross-cultural management to managing a diverse workforce*, Aldershot, Hants, England, Burlington, VT: Ashgate, (ON RESERVE)
- Jansson, H (2007) *International business marketing in emerging country markets: the third wave of internationalisation of firms*, Cheltenham, UK: Edward Elgar, (ON RESERVE)
- Kotabe, M., Mol, M.J. (2006) *Global supply chain management*, Cheltenham, UK: Edward Elgar, (ON RESERVE)
- Lasserre, P. (2007) *Global strategic management*, Basingstoke, Palgrave Macmillan, (ON RESERVE)
- Mentzer, J.T., Myers, M. B., Stank, T.P., (2007) *Handbook of global supply chain management*, Thousand Oaks: Sage Publications (ON RESERVE)
- Peng, M. W., (2008) *Global business*, Mason, Ohio: South-Western Cengage Learning (ON RESERVE)

## Other references - ACADEMIC JOURNALS

There is a range of journals in the fields of international business and management. The titles below are indicative only of such publications. **Most are available on the library databases:**

- *Academy of Management Review*
- *Asia Pacific Business Review*
- *International Business Review*
- *International Journal of Human Resource Management*
- *Journal of International Business Studies*
- *Journal of International Management*
- *Journal of World Business*
- *Management International Review*
- *Marketing International Review*
- *Sloan Management Review*
- *Thunderbird International Business Review*

## **Other references - PERIODICALS**

There is a range of periodicals in the fields of international business and management. The titles below are indicative only of such publications:

- *Business Week*
- *Economist*
- *Fortune*
- *Harvard Business Review*
- *Wall Street Journal - Asia*

## **UNIT WEB PAGE**

Course materials will be available on Blackboard. <http://learn.mq.edu.au>

## **LEARNING OBJECTIVES AND OUTCOMES**

This unit will provide the theoretical foundation for the BIB Degree. Subsequent 300-level BUS course units will allow further in-depth study of many of the topics introduced here. Group work will allow students to interact positively, and presentations will further the development of essential business communication skills.

After completing the module the student should be able to:

- 1 Critically evaluate the importance of resources to develop a sustainable competitive advantage for the international organisation
- 2 Explain how the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation
- 3 Appreciate challenges associated with managing resources in the international organisation
- 4 Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations
- 5 Apply and reflect on group work theory, working as part of a (multicultural/diverse) team to deliver a group presentation to a client organisation

## **GRADUATE CAPABILITIES**

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world. This unit contributes to this by developing the following graduate capabilities:

- 1 Critical, Analytical and Integrative Thinking
- 2 Problem Solving and Research Capability
- 3 Creative and Innovative
- 4 Effective Communication
- 5 Socially and Environmentally Active and Responsible
- 6 Capable of Professional and Personal Judgement and Initiative

## **TEACHING AND LEARNING STRATEGY**

This unit is taught using lectures and “applications lectures” (whole-of-class tutorials). Students are expected to read in advance of lectures, and actively participate in applications lectures. It is an expectation that students will attend at least 80% of classes. Students will be expected to attend lectures fully prepared to discuss assigned readings as per the course outline. 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 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”.

## LECTURE PROGRAM

BUS202: SUBJECT DETAILS AND KEY DATES, SEMESTER 2, 2010

<b>Date</b>	<b>Lecture topics</b>	<b>Tutorial activities</b>
Week 1 02/08/10	<b>Topic 1 – Introduction</b> Explanation of unit outline & course expectations <b>Readings: Kelly, Chapter One</b>	No tutorials this week
	<b>Part 1 – Planning for international business activity</b>	
Week 2 09/08/10	<b>Topic 2 – The process of firm internationalisation</b> <b>Selected readings will be placed on blackboard</b>	Forming of groups, overview of assessment, case allocation
Week 3 16/08/10	<b>Topic 3 – Analysing the global macro and micro environment</b> <b>Readings: Kelly, Chapter Two</b>	<b>Case 1</b> Strategic objectives at Montblanc
Week 4 23/08/10	<b>Topic 4 – An outline of global strategy</b> <b>Readings: Kelly, Chapter Three</b>	<b>Case 2</b> Perspectives on strategy at Twitter
Week 5 30/08/10	<b>Topic 5 – Corporate and social responsibility</b> <b>Readings: Kelly, Chapter Four</b>	<b>Case 3</b> International strategy – export success
Week 6 06/09/10	<b>Topic 6 – Managing change in international business</b> <b>Readings: Kelly, Chapter Five</b>	<b>Case 4</b> Corporate ethics – winning back public trust <b>Company selection for group report</b>
Week 7 13/09/10	<b>Topic 7 – Leadership and management in an international context</b> <b>Readings: Kelly, Chapter Six</b>	<b>Mid-semester test</b>
Week 8 04/10/10	<b>Public holiday – No lectures</b>	<b>No tutorials</b>
	<b>Part 2 – Managing the resources of the firm</b>	
Week 9 11/10/10	<b>Topic 8 – Managing HR on a global scale</b> <b>Readings: Kelly, Chapter Seven</b>	<b>Case 5</b> Strategic leadership – reshaping Xerox
Week 10 18/10/10	<b>Topic 9 – The design and structure of the international firm</b> <b>Readings: Kelly, Chapter Nine</b>	<b>Case 6</b> The global context of HRM – managing HR worldwide
Week 11 25/10/10	<b>Topic 10 – Managing knowledge resources</b> <b>Readings: Kelly, Chapter Twelve</b>	<b>Case 7</b> Designing the global organisation - Cognizant <b>Group report due</b>
	<b>Part 3 – Managing international business activity</b>	
Week 12 01/11/10	<b>Topic 11 – International operations management</b> <b>Readings: Kelly, Chapter Fifteen</b>	<b>Case 8</b> Knowledge transfer and management
Week 13 08/11/10	<b>Topic 12 - Course revision and exam preparation</b>	<b>Case 9</b> Inventory models and decisions at Rolls Royce

## RELATIONSHIP BETWEEN ASSESSMENT, LEARNING OUTCOMES AND GRADUATE CAPABILITIES

Knowledge and understanding of the subject matter is assessed using a mixture of presentation, group discussion, written submission, and relevant exam questions. The ability to work collaboratively and creatively to build a presentation of a group view is seen as a valid demonstration of commitment to mastering the subject matter.

### ASSESSMENT

Assessment	Individual Group Task	Related Learning Objectives & Outcomes	Graduate Capabilities	Weight	Due Date
Mid-semester test	Individual	Outcomes 1 & 2	1, 3	20%	Week 7
Presentation	Group	Outcomes 1-5	3, 4, 5	10%	Weeks 3-12
Group report	Group	Outcomes 1, 2 & 3	2, 3, 5, 6	20%	Week 11
Final exam	Individual	Outcomes 3, 4 & 5	1, 2, 3, 6	50%	To be held in the allocated exam period

## **Assessment Components - MID SEMESTER TEST**

### **The MID SEMESTER TEST is worth 20% of your final grade**

A compulsory closed book mid semester test will take place in Week 7 (in your allocated tutorial) and will cover the lecture material and relevant readings from Topics 1-5:

- Topic 1 – Introductory concepts
- Topic 2 – The process of firm internationalisation
- Topic 3 – Analysing the global macro and micro environment
- Topic 4 – An outline of global strategy
- Topic 5 – Corporate and social responsibility

The format of the test will be essay based and will consist of 5 questions.

## **Assessment Components - PRESENTATION**

### **The PRESENTATION is worth 10% of your final grade**

Group class presentations are an established component of assessment for students in this subject. Presentations will start in **Week Three** and will be based on the relevant cases allocated for discussion for each tutorial (refer to the lecture program on p. 5). You will be required to join a group (comprising four students) and choose a date in which you will present your topic.

The material, video links and questions for all allocated cases are loaded onto Blackboard.

You are expected to deliver the presentation in a time of no more than 10 minutes. Your presentation will be assessed as a group activity and will be based on the marking criteria attached to the unit guide.

Students are reminded that simply **reading** the presentation to the class is **not acceptable**. The **assessment sheet** for the presentation is attached to the unit outline

## Assessment Components - GROUP REPORT

### The REPORT is worth 20% of your final grade

You will be required to join a group (of no more than four students) and develop a 4000 word written **REPORT** on the topic detailed below:

#### Select an organisation from one of the following industries:

- Computer OR Software firms
- Hotels chains OR theme parks
- Fashion (manufacturing OR retail)

You will need to advise your tutor of your selected company by **Week 6**

#### Develop and write a case study report that consists of:

- Brief background and history of the organisation's international business
  - Include here an overview of the *planning* of its international activities
- Recent development of the organisation's international business
  - Include here an overview of the *management* of its international activities
- Three (3) issues of the organisation's internationalisation process
  - These issues must address relevant topics covered during the semester
- Outline a strategy for the future of the organisation

As this is a group exercise all members of the group are expected to contribute actively and substantially. While it is understood that some members of the group may provide more input in the research area whereas others may do more of the actual written work, the group will be required to acknowledge that all group members have given quality time to the project.

While writing your report, you should incorporate relevant theories and concepts to justify your arguments. Remember to acknowledge your sources throughout the paper using the Harvard referencing system. The report is to be typed and 1.5 spaced (a standard 12 point font should be used). It should be checked for spelling, consistency and clarity of expression.

Your report should incorporate at least 30 different references. These can be sourced from the following:

- Academic articles
- Relevant textbooks
- Periodicals
- Newspapers
- Relevant online sources

The 30 references need to be evenly balanced between these five resource options. Examples of all of these reference options are detailed on pp. 2-3 of this guide.

The **assessment sheet** for the report is attached to the unit outline

## Assessment Components - FINAL EXAM

### The FINAL EXAM is worth 50% of your final grade

A compulsory two hour final exam will be set during the exam period at the end of the semester. The examination will be “closed book”. The format of the final exam will be advised in the latter part of the semester.

In order to pass this Course, students must:

- a) submit **ALL** assessment tasks as given below; and
- b) attain an overall composite pass mark of 50%.

### The University examination period in Semester Two is from 17/11/10 to 03/12/10

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. 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 endeavour, 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.

## **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 Activity, Semester 2, 2010

### Presentation: Marking and Feedback Summary Sheet

Group members:

Tutorial Class:

Date: / /2010

Criteria	Very Poor	Poor	Fair	Good	Excellent	Specific Comments
<b>Visual Presentation</b>						
<i>quality of visual aides</i>						
<i>professional manner</i>						
<i>professional conduct</i>						
<b>Presentation Style*</b>						
<i>confidence</i>						
<i>maintains eye contact</i>						
<i>pace / time management</i>						
<i>clarity of speech</i>						
<i>use of pitch, tone, inflection</i>						
<i>ability to generate excitement</i>						
<b>Presentation Content</b>						
<i>clear purpose</i>						
<i>thorough analysis of the topic</i>						
<i>relevant and informative</i>						
<i>evidence of wider reading</i>						
<i>effective summary</i>						
<b>Creativity and Discussion</b>						
<i>innovation/creativity</i>						
<i>class participation encouraged</i>						

\* Students are reminded that **reading** the presentation to the class is **not acceptable**

**Overall Comments:**

**Grade:** \_\_\_\_\_

Tutors Signature: \_\_\_\_\_

Date: / /2010

**MARKING GUIDES FOR ASSIGNMENT**

**BUS202 International Business Operations & Management  
Report: Marking and Feedback Summary Sheet**

	<b>Breakdown</b>	<b>Comments</b>
<b>1</b>	<p><b>Executive summary</b>  <i>A brief summary covering your entire report focusing on major problems/issues, recommended solutions and their implementation. List any assumptions made.</i>  <b>10%</b></p>	
<b>2</b>	<p><b>Background</b>  <i>An overview of the organisation's development and initial international business activities</i>  <b>10%</b></p>	
<b>3</b>	<p><b>Recent development of the organisation's international business</b>  <i>This should be logically linked to the issues you will address in the next two sections</i>  <b>20%</b></p>	
<b>4</b>	<p><b>Three (3) issues of the organisation's internationalisation process</b>  <i>Provide a comprehensive overview of each issue and link to relevant theory and conceptual models</i>  <b>30%</b></p>	
<b>5</b>	<p><b>Outline of a strategy for the future of the organisation</b>  <i>This section needs to be realistically developed from your previous analysis</i>  <b>20%</b></p>	
<b>6</b>	<p><b>Presentation &amp; Referencing</b>  <i>Use the Harvard referencing system. Show a range of relevant references, including academic journal articles and books. Ensure your reference list only includes those references acknowledged within the body of your essay. Ensure that the report contains correct spelling grammar, and is well presented.</i>  <b>10%</b></p>	
	<b>Grade</b>	