



FACULTY OF  
BUSINESS AND ECONOMICS

**BUS202**  
**International Business Operations**

**SEMESTER 2, 2011**

*Department of Marketing and Management*

**MACQUARIE UNIVERSITY  
DEPARTMENT OF MARKETING AND MANAGEMENT  
UNIT GUIDE**

<b>Year and Semester:</b>	<b>Semester 2, 2011</b>
<b>Unit convenor:</b>	<b>Dr. Robert Jack</b>
<b>[Prerequisites Co-requisites:]</b>	<b>Admission to BeBus or BUS201 and 30cp</b>
<b>Credit points:</b>	<b>Three credit points unit</b>

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>	Tues 1000-1300
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
Mr. Mark Tayar	Tutor	E4B 104	N/A	<a href="mailto:mark.tayar@mq.edu.au">mark.tayar@mq.edu.au</a>	Mon 1400-1500
Mr. Murray Taylor	Tutor	E4B 104	N/A	<a href="mailto:murray.r.taylor@gmail.com">murray.r.taylor@gmail.com</a>	Mon 1400-1500

### 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.

Consultation sessions with the teaching staff will run at the Consultation Room at E4B104.

### CLASSES

This unit is taught using lectures and 'applications lectures' (whole-of-class tutorials). The course consists of 36 hours of instruction. 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 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".

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., (2011) *International business: environments and operations*, 13<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)
- Domínguez, A. L., (2008) *Global management: strategy, challenges, and uncertainties*, New York: Nova Science Publishers, (ON RESERVE)

## OTHER REFERENCES – TEXTBOOKS (CONT)

- 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., (2009) *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 (Asian edition)*
- *Harvard Business Review*
- *The Wall Street Journal*
- *The Economist*

### **TECHNOLOGY USED AND REQUIRED**

- No specific technology is required for this subject

### **UNIT WEB PAGE**

- Course material is available on the learning management system (Blackboard)
- The web page for this unit can be found at: <http://learn.mq.edu.au>

### **LEARNING OBJECTIVES AND OUTCOMES**

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

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 graduate capabilities generic skills numbers 1, 2, 4 and 7 below (italicised):

1. *Critical, Analytical and Integrative Thinking*
2. *Problem Solving and Research Capability*
3. Creative and Innovative
4. *Effective Communications*
5. Engaged and Ethical Local and Global citizens
6. Socially and Environmentally Active and Responsible
7. *Capable of Professional and Personal Judgement and Initiative*
8. Commitment to Continuous Learning

### **GRADUATE CAPABILITIES FROM AN INTERNATIONAL BUSINESS PERSPECTIVE**

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

### **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".

## BUS202 - Lecture schedule

<b>Date</b>	<b>Lecture topics</b>	<b>Tutorial activities</b>
Week 1 01/08/11	<b>Topic 1 – Introduction</b> Explanation of unit outline & course expectations <i>Readings: Kelly, Chapter One</i>	No tutorials this week
	<b>Part 1 – Planning for international business activity</b>	
Week 2 08/08/11	<b>Topic 2 – The process of firm internationalisation</b>  <b>Selected readings (Chapters 8 &amp; 9) from the book ‘Australia and the Global Economy’ will be placed on blackboard</b>	Forming of groups, overview of assessment, case allocation
Week 3 15/08/11	<b>Topic 3 – Analysing the global macro and micro environment</b> <i>Readings: Kelly, Chapter Two</i>	Case presentations and discussions
Week 4 22/08/11	<b>Topic 4 – An outline of global strategy</b> <i>Readings: Kelly, Chapter Three</i>	Case presentations and discussions
Week 5 29/08/11	<b>Topic 5 – Corporate and social responsibility</b> <i>Readings: Kelly, Chapter Four</i>	Case presentations and discussions
Week 6 5/09/11	<b>Topic 6 – Managing change in international business</b> <i>Readings: Kelly, Chapter Five</i>	Case presentations and discussions  <b>Company selection for group report</b>
Week 7 12/09/11	<b>Topic 7 – Leadership and management in an international context</b> <i>Readings: Kelly, Chapter Six</i>	<b>Mid-semester test</b>
Week 8 03/10/11	<b>Public holiday – No classes today</b>	<b>No tutorials</b>
	<b>Part 2 – Managing the resources of the firm</b>	
Week 9 10/10/11	<b>Topic 8 – Managing HR on a global scale</b> <i>Readings: Kelly, Chapter Seven</i>	Case presentations and discussions
Week 10 17/10/11	<b>Topic 9 – The design and structure of the international firm</b> <i>Readings: Kelly, Chapter Nine</i>	Case presentations and discussions
Week 11 24/10/11	<b>Topic 10 – Managing knowledge resources</b> <i>Readings: Kelly, Chapter Twelve</i>	Case presentations and discussions  <b>Group report due</b>
	<b>Part 3 – Managing international business activity</b>	
Week 12 31/10/11	<b>Topic 11 – International operations management</b> <i>Readings: Kelly, Chapter Fifteen</i>	Case presentations and discussions
Week 13 07/11/11	<b>Topic 12 - Course revision and exam preparation</b>	Final case presentations  Feedback on group report  Exam revision

### BUS202 - Tutorial schedule

Date	Topic	Assigned Work
<b>Tutorial 1</b>  08/08/11	Introductory concepts	<ul style="list-style-type: none"> <li>• <b>Read the 'Active learning case' on Nestle (p. 5-6)</b> <ul style="list-style-type: none"> <li>• Answer Qs 8, 9 &amp; 10 (see p. 35)</li> </ul> </li> </ul>
<b>Tutorial 2</b>  15/08/11	The process of firm internationalisation	<p>Presentations commence</p> <ul style="list-style-type: none"> <li>• <b>Read the closing case (<u>from the set readings for this lecture – Chapter 8</u>) on Roma Foods and answer the following questions:</b> <ul style="list-style-type: none"> <li>• How did the company come to evaluate international markets?</li> <li>• Would you say that the company's approach to internationalisation is comparable to the process models of internationalisation?</li> </ul> </li> <li>• <b>Read the opening case (<u>from the set readings for this lecture – Chapter 9</u>) on Blake Dawson and answer the following questions:</b> <ul style="list-style-type: none"> <li>• What are some of the competitive challenges for Blake Dawson in their international markets?</li> <li>• Re-read the section on organisational capability and resource based theory in Chapter 9. How would you classify the productive resources of Blake Dawson?</li> </ul> </li> </ul>
<b>Tutorial 3</b>  22/08/11	Analysing the global macro and micro environment	<p>Presentations continue</p> <ul style="list-style-type: none"> <li>• <b>Read 'Active learning case' on the European airline industry (pp. 41-2):</b> <ul style="list-style-type: none"> <li>• Answer review questions 1 &amp; 2, on p. 70 under the heading 'Analysis of the environment'</li> </ul> </li> </ul>



Date	Topic	Assigned Work
<b>Tutorial 4</b>  29/08/11	An outline of global strategy	Presentations continue <ul style="list-style-type: none"> <li>• <b>Using examples from any of the case studies and presentations looked at so far in this subject, discuss the questions under each of the following sub-headings on pp. 100-1:</b> <ul style="list-style-type: none"> <li>○ 'International strategy'</li> <li>○ 'Value chain and value system'</li> <li>○ 'Strategic choices'</li> </ul> </li> </ul>
<b>Tutorial 5</b>  5/09/11	Corporate and social responsibility	Presentations continue <ul style="list-style-type: none"> <li>• <b>Read the Active learning cases on 'Texas Instruments' p. 105-6 and 'Business ethics - GSK' p. 108-09</b></li> <li>• Answer the Review questions for:               <ul style="list-style-type: none"> <li>○ Texas instruments – p.132</li> <li>○ GSK – p. 132</li> </ul> </li> </ul>
<b>Tutorial 6</b>  12/09/11	<u><b>Mid-semester test</b></u>	<u><b>Mid-semester test</b></u>
<b>Tutorial 7</b>  10/10/2011	International leadership and management  <u><b>Return of mid-semester test for evaluation and feedback</b></u>	Presentations continue <ul style="list-style-type: none"> <li>• <b>Read the Active learning case on 'Philippine Long Distance Telephone Co.' p. 136-138:</b> <ul style="list-style-type: none"> <li>○ Answer review questions 1-5 for the case on p. 162</li> </ul> </li> </ul>
<b>Tutorial 8</b>  17/10/2011	Managing HR on a global scale	Presentations continue <ul style="list-style-type: none"> <li>• <b>Answer the following questions:</b> <ul style="list-style-type: none"> <li>○ Identify factors that should be considered when a firm is determining the most appropriate staffing approach: Ethnocentric, polycentric or geocentric</li> <li>○ What do you think are the advantages and disadvantages of outsourcing the HR function?</li> <li>○ What actions and decisions must be taken when selecting a suitable outsourcing partner?</li> </ul> </li> </ul>

Date	Topic	Assigned Work
<p><b>Tutorial 9</b></p> <p>24/10/2011</p>	<p>The design and structure of the international firm</p>	<p>Presentations continue</p> <ul style="list-style-type: none"> <li>• <b>Critically review the TNT case study presented on pp. 281–283:</b> <ul style="list-style-type: none"> <li>○ How do the structures of the post and express divisions differ – why should this be so?</li> <li>○ Consider the Duckworth case study presented in Chapter 11 (pp. 346-7) and create an organisational chart for the company:</li> <li>○ You should consider range of options and explain your preferred choice</li> </ul> </li> </ul>
<p><b>Tutorial 10</b></p> <p>31/10/2011</p>	<p>Managing knowledge resources</p>	<p>Presentations continue</p> <ul style="list-style-type: none"> <li>• <b>Review questions – see the subheadings on p. 408:</b></li> <li>• Foundations concepts: <ul style="list-style-type: none"> <li>○ Imagine the need to brief a colleague on the important constructs and concepts associated with learning and knowledge in international organisations. List the top 10 items and then describe them in your own words</li> </ul> </li> <li>• Culture: <ul style="list-style-type: none"> <li>○ Discuss the role of culture as a determinant of knowledge transfer within organisations</li> </ul> </li> </ul>
<p><b>Tutorial 11</b></p> <p>7/11/2011</p>	<p>Course revision</p>	<p><b><u>Revision, exam preparation and feedback on group report</u></b></p>

## RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

Knowledge and understanding of the subject matter is assessed using a mixture of presentations, group reports, written submission, and short answer 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.

This subject offers a number of elements which provide the student the opportunity to demonstrate their understanding of the material and ability to apply the concepts associated with international business.

	<b>Assessment Task 1</b>	<b>Assessment Task 2</b>	<b>Assessment Task 3</b>	<b>Assessment Task 4</b>
<b>Name</b>	Mid-term test	Company analysis	Tutorial report and presentation	Final exam
<b>Description</b>	In-class test  <b>Refer to p. 13 for more detail</b>	Group report  <b>Refer to p. 14 for more detail</b>	Case study presentation  <b>Refer to p. 13 for more detail</b>	The duration of the exam is 2 hours (plus 10 minutes reading time) and will be held during the exam period. The exam will consist of short to long style essays
<b>Due date</b>	Week 7	Week 11	On-going from Weeks 3-13	Please check the exam timetable for location and time
<b>% Weighting</b>	20	20	10	50
<b>Grading method</b>	Essay style questions will be the focus of the test – all questions will be of equal weighting	Executive summary - 10%  Background - 10%  Recent development of the organisation's international business – 20%  Three (3) issues of the organisation's internationalisation process – 30%	Students are expected to contribute positively to class discussions on an active and regular basis	N/A

	<b>Assessment Task 1</b>	<b>Assessment Task 2</b>	<b>Assessment Task 3</b>	<b>Assessment Task 4</b>
		Outline of a strategy for the future of the organisation - 20%  Presentation and referencing – 10%		
<b>Submission method</b>	Held in Week 7 tutorial classes	Via Turnitin and in class to tutor	Case study presentation	N/A
<b>Feedback</b> <i>(type, method, date)</i>	Results will be available to students within two weeks sitting the test on Blackboard	Written feedback will be given 2 weeks after respective submissions of assignments in tutorial	Written feedback will be given in the tutorial 1 week after each group has presented	N/A
<b>Estimated student workload (hours)</b>	24 hours	20 hours	10 hours	54 hours
BUS202 Learning outcomes assessed				
1	15%	30%	25%	30%
2	15%	10%	25%	25%
3	10%	50%	25%	25%
4	60%	10%	25%	20%
<b>Graduate capabilities assessed</b>				
1. Critical, Analytical and Integrative Thinking	5%		5%	20%
2. Problem Solving and Research Capability		5%		
3. Effective communication			5%	

	<b>Assessment Task 1</b>	<b>Assessment Task 2</b>	<b>Assessment Task 3</b>	<b>Assessment Task 4</b>
4. Capable of Professional and Personal Judgement and Initiative		10%		

- You must attend at least 10 of the 12 weekly classes – failure to do so may affect your learning outcomes and performance in this Unit. Attendance will be taken in the weekly tutorials. Medical certificates must be provided if you are not able to attend a class.
- Late submission of assignments will only be marked where an extension has been granted. A penalty of 20% of the assignment mark (i.e. 2 marks if the assignment is marked out of 10) will be deducted for each day that the assignment is late, unless there are extraordinary circumstances such as documented illness or other unavoidable disruptions. 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>

*(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.)*

- Work that is submitted late without prior written permission and without a completed advice of absence form will not be marked. Students are advised to keep a copy of all permissions given in event of dispute.
- The date and time recorded by Turnitin shall be used for the purposes of determining late submission penalties. As there are sometimes delays with the system, you are advised to submit early to avoid penalties.

## 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 Blackboard for a list of these cases). You will be required to join a group (comprising three to 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 15 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/company from one of the following industries:**

- Cosmetics
- Pharmaceuticals
- Financial services

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. Your report must be submitted to **Turnitin** at [www.turnitin.com](http://www.turnitin.com) (for details below)

## **Assessment Components –GROUP REPORT TURNITIN**

Remember your group report must be your own work. Therefore, both assignments must be submitted to **Turnitin** at [www.turnitin.com](http://www.turnitin.com). A link to Turnitin and instructions on how to submit an assignment to Turnitin are provided on Blackboard.

Please note that when submitting your report you must include the following:

- The faculty cover sheet with all group member's names, student ID numbers, tutorial/class enrolment number, tutorial day and time;
- Turnitin receipt email. This email provides time and date proof of assignment submission to the Turnitin system; and
- Printed copy of the 'Originality Report' from Turnitin.

**Any submission not containing a cover sheet, a print out of the Turnitin Receipt email stating time/date of submission, as well as the Turnitin Originality report will not be marked.**

Each group is responsible for assessing its level of plagiarism. Although you can submit the report to Turnitin as many times as you like before the due date, only the final submission will count to Turnitin. Any Turnitin Report with 20%+ plagiarism will be carefully reviewed and marks deducted equivalent to the percentage plagiarised.

## **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.**

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)

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. 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.

Correct referencing is essential. All data, quotes, figures and tables etc must indicate source(s) from which they are obtained. You are to follow the Harvard Referencing Approach and a guide on correct referencing can be found on the following pages of this outline. The assignment must be typed. **Run your report through a spelling checker and a grammar checker before final submission.**

The emphasis is not on bulk writing but clearly expressed and supported description and analysis. Make sure the report is a coherent argument from start to finish. Use headings and subheadings to organize your report in a logical and coherent manner. Use of bullet points, tables, diagrams and graphs are often helpful in this respect. If tables, diagrams and graphs are used make sure to label and reference them correctly – they do not speak for themselves! It is appropriate to assign a group member to be responsible for reading through the complete report to ensure that the various sections of the report gel well. This will enable you to remove duplication of

information if any, include additional information if necessary, avoid conflicting interpretations and enhance clarity and lucidity of the report. The completed report should be something groups would be happy to share with the managers or with business analysts. It should be of a high standard of business writing and presentation.

## **GRADES**

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P – Pass
- F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

## **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, 2011

### Presentation: Marking and Feedback Summary Sheet

Group members:

Tutorial Class:

Date: / /2011

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:** / /2011

**MARKING GUIDES FOR ASSIGNMENT**

**BUS202 International Business Operations  
Group 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>	

**APPENDIX 1**  
**STUDENT EVALUATION OF MEMBER PARTICIPATION**

In order to encourage equal participation on the part of all group members, each group will complete and turn in an evaluation of the group member (only for the Major Project group reports and presentations). This evaluation will indicate the percentage of contribution of group members to the group's over-all performance. An evaluation must accompany each written research project. Use the following format:

Tutorial Instructor \_\_\_\_\_

Tutorial Group No \_\_\_\_\_ Date: \_\_\_\_\_

Group Project Name: \_\_\_\_\_ Mark \_\_\_\_\_

Each student should give each group member (including themselves) a participation mark out of 100%. Individual marks are calculated by multiplying the paper grade by the percentage awarded by peers. For example, if Joe Black was awarded 90% for his contribution to the research project and his group received 36 out of 40 points for the project, Joe's individual mark would be 32.4%. Another student, awarded 100%, would receive 36 points.

Students can give each of the group members 100%. If this is done, each student receives the mark that was awarded to the total project (in the above example, 36 points). No student should receive 0% unless the student really did nothing to contribute to the completion of the project (for example, did not go to meetings, did not complete assigned tasks, and did not contribute to the conceptualisation of the project).

Student Name	% Participation	Individual Mark	Signature

**In completing this form you should take into account:**

1. Willingness of the individual to carry out jobs assigned
2. Ability of the individual to meet deadlines
3. Co-operation with other team members
4. Quality of the individual's work

**APPENDIX 2**

**TEAM AGREEMENT/GROUP PROJECT FORMATION**

In order to encourage commitment on the part of all group members, each team member will sign this Team Agreement which defines how the group will operate during the conduct of the Group Project. Each member of the group is to sign below to indicate that they will abide by the conditions of the agreement as set out below.

Tutor Name \_\_\_\_\_ Group No: \_\_\_\_\_ Date: \_\_\_\_\_

Tutorial Time \_\_\_\_\_

Name \_\_\_\_\_

Student ID	Student Name	Email	Signature

1. Team Leader: \_\_\_\_\_ Mobile : \_\_\_\_\_

2. Manage Meetings: Time Required/When/Where/Frequency?

\_\_\_\_\_

3. Measure Performance? – Meeting deadlines, grammar, etc \_\_\_\_\_

\_\_\_\_\_

4. Team Goal(s)? HD, D, equal workload, attend all meetings, etc

\_\_\_\_\_  
\_\_\_\_\_

5. Resolve problems/conflict/lack of co-operation/disruptive behaviour, etc?

\_\_\_\_\_  
\_\_\_\_\_

6. Team Members Obligations (e.g. attend meetings on time; do all assignments on schedule; avoid personal conflict; allow free flow of ideas; listen to everyone; take personal responsibility for outcomes; inform people of decisions; make a file note after every meeting of future action steps and responsibility, help other team members to build their skills

\_\_\_\_\_  
\_\_\_\_\_

7. How to share the workload?

\_\_\_\_\_  
\_\_\_\_\_

8. Quality Audit? (e.g. grammar, referencing, meeting of assignment requirements, layout, etc)

\_\_\_\_\_