



**Graduate Accounting and Commerce Centre**  
**DIVISION OF ECONOMIC AND FINANCIAL STUDIES**

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**BUS 804**  
**INTERNATIONAL**  
**BUSINESS STRATEGY**

**UNIT OUTLINE**  
**Spring 2006**

**Time: 9-12 pm Thursdays**  
**Lecture room E4B 316**

**Lecturer**

**Dr MEENA CHAVAN**

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# **BUS 804 International Business Strategy**

**UNIT NUMBER: BUS 804**

**UNIT TITLE: INTERNATIONAL BUSINESS STRATEGY**

**UNIT WEIGHT: 4 CREDIT POINTS**

**UNIT LEVEL: 800**

**PRE-REQUISITES: Enrollment in MCom / MIB**

**CO-REQUISITES: NIL**

**ATTENDANCE ONE SEMESTER 3 hour lecture. 40 classroom hours and 120 self study**

**CONSULTING HOURS Thursday 1pm to 3pm**

## **TEACHING STAFF**

**Dr. Meena Chavan** BCOM, MCOM, PhD (International Business/Entrepreneurship)

## CLASSES

3 hours Face –To Face lectures  
40 classroom hours and 120 self study hours.

## UNIT WEB PAGE

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

## ABOUT THIS UNIT

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

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

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

### **RATIONALE & OBJECTIVES**

The rationale behind studying this unit is that it no firm today can survive without going Global. We live in a Global economy and this unit focuses on global corporate strategies and foreign market entry strategies. Key issues associated with entry strategy decisions, including entry selection modes, control and location selection will be examined. This course is designed to give students hands-on experience and will examine critical issues from the perspective of senior executives and managers in charge of these operations. Concepts developed in the course will be applied to the solution of "real world" problems through the use of case studies, and other learning strategies throughout the semester.

This course is designed to introduce students to critical issues in strategic decisions facing businesses in the global markets and to

provide insights on the practices and policies used by businesses competing globally. It also explores the challenges, dynamics and processes involved in managing the multi-national company. It aims to provide participants with working knowledge of basic theoretical concepts, skills and sensitivities that will help them deal effectively with key management issues and challenges in today's global business environment.

## LEARNING OUTCOMES

The learning outcomes of this unit are to explore and understand:

- The nature and scope of international management issues
- Drivers, patterns and trends of globalization
- Identifying key factors which serve to differentiate business systems in various cultural and economic settings
- International trade theories and patterns of international trade and Investment
- Foreign market entry strategies and international strategic alliances
- Implications of regional economic integration
- Global monetary system (Foreign exchange market and global capital Market)
- Ethical and environmental issues of international business and trade
- Evaluate and enhance the ability to think strategically and synthesize knowledge from other business disciplines.

This unit also seeks to develop the following generic skills

- critical analysis skills to evaluate, synthesise and judge;
- problem-solving skills to apply and adapt knowledge to the real world
- communication skills for effective presentation and cultural understanding;

## TEACHING AND LEARNING STRATEGY

The unit will be taught through lectures, discussions, cases and video cases and experiential exercises. Students are advised to attend all lectures and participate in discussions, missing classes and not participating in discussions will affect grades.

The case study method is widely used in business schools around the globe. Case analyses are intended to be analytical critiques on some central issues of the case being discussed.

This is a discussion-oriented class; students will read all of the case studies indicated on the course schedule and come prepared to discuss them in class. Students will also prepare a page of write up every week before they come to class for discussion. Every student is expected to participate.

In your case analyses, please refrain from writing a summary of the case or repackaging the information already provided in the case. Based on the information provided in the case, be analytically judgmental, propose alternative managerial views and action plans, and discuss the relevance and appropriateness of the frameworks proposed in the readings and lectures to the case. In short, write what you think of the situation in the case and not merely repeat what the author says. If you are not prepared for a particular class, please let me know in advance so that I don't embarrass you inadvertently.

### **VERY IMPORTANT:**

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

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

Please use the Global edge website for help in preparing the discussion questions each week- <http://globaledge.msu.edu/>

### **WEEKLY SCHEDULE:**

WEEK/	TOPIC	CASES/Debates /	CHAPTERS
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DATE		Discussions	
1 3.8.06	Course Introduction Formation of Groups Globalization	Ecuadorean Valentine Roses	Chapter 1
2 10.8.06	National Differences in Political Economy	Nike: The Sweatshop Debate	Chapter 2
	Differences in Culture		Chapter 3
3 17.8.06	International Trade Theory	The Rise of the Indian Software Industry	Chapter 4
	Political Economy of International Trade		Chapter 5
4 24.8.06	Foreign Direct Investment	The Collapse of the Thai Baht in 1997	Chapter 6
	Foreign Exchange Market		Chapter 9
5 31.8.06	<b>MIDTERM EXAM</b>		
6 7.9.06	Global Capital Market	Global Strategy at General Motors	Chapter 11
	The strategy of International business	"Outsourcing"	Chapter 12
7 14.9.06	The Organization of International Business	Organisational Change at Royal Dutch/Shell	Chapter 13
	Global Human Resource Management	Degussa: Strategy and Human Resources in China	Chapter 18
8-9	<b>Intra session break</b>	16.9.06- 2-10-06	2 weeks 8 & 9
10 5.10.06	Entry Strategy and Strategic Alliances	Merrill Lynch in Japan	Chapter 14
	Exporting, Importing, and Counter trade		Chapter 15
11 12.10.06	<b>Global Manufacturing &amp; Materials Management</b>  <b>Guest Lecture</b>	Li and Fung	Chapter 16  Chapter 17
12	Financial Management in	Motorola's Global	Chapter 20

19.10.06	the International Business	Cash Management system	
13 26.10.06	Global Marketing		<b>Chapter 19</b>
14 2.11.06	Project Presentations cont. Course review		
	<b>FINAL EXAMINATION</b>		

## CLASS ASSIGNMENTS

<b>Case Analysis</b>	<b>10% (Group Work)</b>
<b>Midterm Exam</b>	<b>15% (Individual Work)</b>
<b>Final Project (A Plan to launch a new Global Business)</b>	<b>15% (Group work)</b>
<b>In class participation</b> (Every student must come prepared and hand over one sheet of the case analysis every week to the lecturer)	<b>10%</b>
<b>Final Exam</b>	<b>50% (Individual work)</b>
<b>TOTAL</b>	<b>100%</b>

## Assignment 1

### Weekly (Case Analysis-Presentation) Group Work

**Due Date: From Week 3**

**Value : 15%**

The class will be divided into 8-10 groups of 4-5 members and each group will discuss and present the analysis for the week's case study/reading material in a time period of 20 minutes in class. Each group will be given a mark out of 15 for the presentations.

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

## Assignment 2

## **Global Business Plan (Group work)**

**Presentation and hard copy hand over**

**Due Dates: 19.10.06 & 2.11.06**

**Marked assignments will be returned on: 2.11.06**

**Value: 20%**  
**10% Essay 10% Presentation**

**Length: 10-15 pages**

The student cd is available to all students on purchase of the text. This cd contains the "Global Business Plan Project" which helps students create a plan to launch a new global business venture.

Every student is required to select a country of their choice and embark on planning to launch a new business in the country with the assistance of this "Global Business Plan".

More details will be provided in class. No extensions will be granted. Weightage is 20%. This plan will be presented to the class in week 11 on the 19.10.06 and 26.10.06

Please speak to the lecturer before you embark on this assignment.

Select a country of your choice and explore the following areas:  
Some important issues to focus on in assignment no 2 are:  
Regional analysis, country analysis, political, legal, market, exchange, economic, cultural and business risk analysis. Trade barriers, current affairs, ethical concerns, HR, training, infrastructure, salary rates, standard of living, education, recreation, housing, affordability, taxation and government policies, languages and more.

## **EXAMINATION**

### **MID TERM EXAM**



**Date:** 31.8.06  
**Value:** 15%  
**Venue:** E4B 316  
**Length:** 2 hours  
**Format:** Excercises and cases

## **FINAL EXAM**

**Date:** 9.11.06  
**Venue:** E4B 316  
**Value:** 50%  
**Length:** 3 hours 10 am to 1pm  
**Format:** The final exam will test your practical application skills, through, critical analysis, case studies and short questions.

- **Paper Dictionaries are allowed**
- **Students must pass the final exam to pass this unit**

### **IMPORTANT**

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>

You are advised that it is Macquarie University policy not to set early or delayed 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 University examination period, and can attend the exam at the designated time and place.

### **REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**

**TEXT:**       **International Business – Competing In The Global Market Place, 2005. Charles W.L.Hill, 5<sup>th</sup> Edition, Mc Graw Hill. The textbook website is [www.mhhe.com/hill](http://www.mhhe.com/hill)**

**REFERENCES:**

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

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

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

Davidson, W.H. and de la Torre, J. 1989. Managing the Global Corporation: Case Studies in Strategy and Management, McGraw-Hill, Singapore

Ellis, J. and Williams, D. 1995. International Business Strategy, Pitman Publishing, London

Fatehi, K. 1996, International management, A Cross-cultural and Functional Perspective, Prentice hall, New Jersey.

Hodgetts, R.M. and Luthans, F. 1994. International Management, McGraw-Hill, New York, N.Y.

Hofstede, G. 1991, Cultures and Organizations, Harper Collins Publishers, Glasgow.

Marcic, D. and Puffer, S.M. 1994. Management International: Cases, Exercises and Readings, West Publishing, St Paul, MN

Mead, R. 1994, International Management: Cross-Cultural Dimensions, Blackwell Publishers, Cambridge, Mass.

Michael R. Czinkota, Ilkka A. Ronkainen, Michael H. Moffett, (2004): International Business, 7e (International edition), Thomson, South-Western.

Ohmae, K. 1991, The Borderless World, Harper Collins Publishers, Glasgow.

Rodrigues, C. 1996, International Management: A Cultural Approach, West Publishing, St Paul, MN

Summers, J. & Smith, B. 2003, Communication Skills Handbook: How to succeed in written and oral communication, 5th ed., John

## **SUGGESTED READINGS**

### **Websites**

Business Week (sign-up online at [www.resourcecenter.businessweek.com](http://www.resourcecenter.businessweek.com))

A Business Researcher's Interests: International Business & Technology Information  
<http://www.brint.com/International.htm>

Wall Street Journal (sign-up online at [www.wsjstudent.com/quarter](http://www.wsjstudent.com/quarter))

Yahoo - Government: Countries  
<http://www.yahoo.com/Government/Countries/>

Virtual Library on International Development  
<http://w3.acdi-cida.gc.ca/virtual.nsf>

The Economist (sign-up online at [www.economistacademic.com](http://www.economistacademic.com) )

The World Index of Chambers of Commerce & Industry  
<http://www.worldchambers.com/chambers.html>

The United Nations <http://www.un.org/>

<http://globaledge.msu.edu/>

### **JOURNALS**

Harvard Business Review;  
Journal of Business Strategy;  
Mckinsey Quarterly.  
Emerald Library Database (<http://www.emerald-library.com>)  
Asia Week  
Asian Wall Street Journal  
Business Review Weekly  
Journal of International Business Studies  
Management Review  
Straits Times  
The Australian Bulletin  
The Australian Financial Review  
Economist  
Fortune

## **PLAGIARISM**

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

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

## **UNIVERSITY POLICY ON GRADING**

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit.

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 please see:

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

## **STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at  
<http://www.student.mq.edu.au>

## **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.

### **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 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 summarized, 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 penalized. 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.

*(This material has been compiled from the existing plagiarism documents of Macquarie University and University of Auckland.)*

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<b>BUS</b>	<b>8</b>	<b>0</b>	<b>4</b>
<b>Syndicate Group Number</b>			



## GROUP ASSIGNMENT COVER SHEET

Please complete **ALL** sections in CAPITAL LETTERS and attach to the front of your assignment.

LECTURER																							
ASSIGNMENT NAME																				DUE DATE			
GROUP MEMBERS																							
SID NUMBER										FAMILY NAME										EMAIL ADDRESS			
1																							
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### CERTIFICATION

Please confirm that your assignment meets with **ALL** of the following requirements by ticking each box and by **ALL** group members signing below. Assignments that do not comply with the following requirements **MAY NOT BE MARKED**.

- We certify that this assignment is the work of the group, based on their personal study and research, and that all material and sources in the preparation of this assignment have been appropriately acknowledged. We have read and understood the policy on plagiarism set out at <http://www.student.mq.edu.au/plagiarism/> and understand that students found to be plagiarising will be penalised.
- We have submitted an electronic version of this assignment on 3.5" diskette and understand that a mark for this assignment will not be assigned unless this electronic version is submitted. We understand that the University will hold the electronic version of this assignment, which may be tested now or in the future for evidence of plagiarism.

1.	.....	4.	.....
2.	.....	5.	.....
3.	.....	6.	.....
SIGNATURE OF GROUP	DATE	SIGNATURE OF GROUP	DATE

**IMPORTANT:** Your assignment is to be handed to the lecturer in class on the Due Date. The lecturer will return marked assignments on the date specified in the Unit Outline

## MACQUARIE UNIVERSITY

### Assignment Coversheet Declaration

Unit ..... Assignment .....



Name..... Student number .....

I certify that:

- This assignment is my own work, based on my personal study and/or research
- I have acknowledged all material and sources used in the preparation of this assignment, including any material generated in the course of my employment
- If this assignment was based on collaborative preparatory work, as approved by the teachers of the unit, I have not submitted substantially the same final version of any material as another student
- Neither the assignment, nor substantial parts of it, have been previously submitted for assessment in this or any other institution
- I have not copied in part, or in whole, or otherwise plagiarised the work of other students
- I have read and I understand the criteria used for assessment
- The assignment is within the word and page limits specified in the unit outline
- The use of any material in this assignment does not infringe the intellectual property / copyright of a third party
- I understand that this assignment may undergo electronic detection for plagiarism, and a copy of the assignment may be retained on the database and used to make comparisons with other assignments in future

**Signature** ..... **Date** .....

This declaration is a summary of the University policy on plagiarism. For the policy in full, please refer to Student Information in the Handbook of Undergraduate Studies or [www.student.mq.edu.au/plagiarism/](http://www.student.mq.edu.au/plagiarism/).