DIVISION OF ECONOMIC AND FINANCIAL STUDIES  
Graduate Accounting and Commerce Centre  

BUS 804  
INTERNATIONAL  
BUSINESS STRATEGY  

UNIT CONVENER AND LECTURER  

Dr MEENA CHAVAN  
mchavan@efs.mq.edu.au  

UNIT OUTLINE  
2nd SESSION 2007  

Office: Building E4A, Level 1  
Telephone (02) 98508526  
Fax (02) 98509956  

Web: www.gacc.mq.edu.au  

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

Consulting: Appointments via email
<table>
<thead>
<tr>
<th><strong>UNIT NUMBER:</strong></th>
<th>BUS 804</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNIT TITLE:</strong></td>
<td>INTERNATIONAL BUSINESS STRATEGY</td>
</tr>
<tr>
<td><strong>UNIT WEIGHT:</strong></td>
<td>4 CREDIT POINTS</td>
</tr>
<tr>
<td><strong>UNIT LEVEL:</strong></td>
<td>800</td>
</tr>
<tr>
<td><strong>PRE-REQUISITES:</strong></td>
<td>Enrollment in MCom / MIB</td>
</tr>
<tr>
<td><strong>CO-REQUISITES:</strong></td>
<td>NIL</td>
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<tr>
<td><strong>ATTENDANCE</strong></td>
<td>ONE SEMESTER 3 hour lecture. 40 classroom hours and 120 hrs self study</td>
</tr>
</tbody>
</table>

**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.
REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS


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, 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 for their own benefit. 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. Please use the Global edge website for help in preparing the discussion questions each week- http://globaledge.msu.edu/

Lecture etiquettes (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.

**WEEKLY SCHEDULE:**

<table>
<thead>
<tr>
<th>WEEK/DATE</th>
<th>TOPIC</th>
<th>Case Analysis Group Work</th>
<th>Chapters/class case</th>
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<tbody>
<tr>
<td>1 2nd Aug 2007</td>
<td>Course Introduction Formation of Groups Globalization</td>
<td>Chapter 1</td>
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<td>2 9th Aug 2007</td>
<td>National Differences in Political Economy</td>
<td>Wipro Ltd - The new face of Global Competition</td>
<td>Chapter 2 Western Drug companies and the aids epidemic in South Africa</td>
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<td>3 16th Aug</td>
<td>International Trade Theory</td>
<td>The poorest continent</td>
<td>Chapter 5</td>
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<td>Date</td>
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<td>2007</td>
<td>Political Economy of International Trade</td>
<td>Chapter 6</td>
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<td>Agricultural subsidies and Development</td>
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<td>4 23rd Aug</td>
<td>Differences in Culture</td>
<td>Chapter 3</td>
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<td>Ethics in International Business</td>
<td>Chapter 4</td>
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<td>KFC in India – Ethical Issues</td>
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<td>5 30 Aug</td>
<td>Foreign Direct Investment</td>
<td>Chapter 7</td>
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<td>Foreign Exchange Market</td>
<td>Chapter 10</td>
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<td>Mergers and Acquisitions in the Russian Oil sector-The FDI factor</td>
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<td>6 6th Sep</td>
<td>MIDTERM EXAM &amp; FILM REVIEW-film can be viewed on the unit webct</td>
<td>Syllabus 1,2,3,4,5,6,7,10.</td>
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<tr>
<td>7 13th Sep</td>
<td>The International Monetary system</td>
<td>Chapter 11</td>
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<td>The strategy of International Business</td>
<td>Chapter 12</td>
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<td>BOOK REVIEW-Details on webct</td>
<td>3M in the new Millennium: Innovation and Globalization</td>
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<td>8 4 Oct</td>
<td>The Organization of International Business</td>
<td>Chapter 13</td>
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<td>Entry Strategy and</td>
<td>Chapter 14</td>
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<td>DHL’s Business strategy in China</td>
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<td>Date</td>
<td>Topic</td>
<td>Chapters</td>
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<td>9 Oct 2007</td>
<td>Strategic Alliances</td>
<td>1. Megahertz Communication 2. Competitive advantage at Dell</td>
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<tr>
<td>11 Oct 2007</td>
<td>2.Diebold</td>
<td>Chapter 15</td>
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<td></td>
<td>Exporting, Importing, and Counter trade</td>
<td>Chapter 16</td>
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<td></td>
<td>Global Production, Outsourcing and Logistics</td>
<td>Can Madison Avenue Marketing Help Developing countries? The case of Jordan.</td>
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<tr>
<td>10 Oct 2007</td>
<td>Global Marketing &amp; R&amp;D</td>
<td>Chapter 17</td>
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<td></td>
<td>Global Human Resource Management</td>
<td>Chapter 18</td>
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<td>1. Astro Boy-Marketing Japanese Anime to the World</td>
<td>Merrill Lynch in Japan</td>
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<td>2. Molex</td>
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<tr>
<td>11 Oct 2007</td>
<td>Financial Management in the International Business</td>
<td>Chapter 20</td>
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<td>2. FDI India Vs China</td>
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<tr>
<td>12 Oct 2007</td>
<td>Project Presentations</td>
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<td></td>
<td>Course review</td>
<td></td>
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<tr>
<td>13 Nov 2007</td>
<td><strong>FINAL EXAMINATION</strong></td>
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</table>

*(In addition to the above cases some current Harvard cases will also be discussed from time to time)*

**CLASS ASSIGNMENTS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Case Analysis (Group Work)</td>
<td>15%</td>
<td>Sessions 2-11</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>15%</td>
<td>Session 6</td>
</tr>
</tbody>
</table>
Final Project (Group work)  20%  Session 11 and 12
Final Exam  50%  Session 13

Learning outcomes addressed in the assignments:
- Demonstrate successful team work
- Appraise through experiential learning of corporate settings, various business situations
- Demonstrate professional presentation skills, debating skills and analytical skills.
- Acquire strong conceptual knowledge along with examinable skills in the real time real world corporate cases
- Acquire knowledge on all aspects of launching a global business by conducting in depth research in the country of choice selected for doing business with.
- Analyse the assigned cases and summarise with a one page summary.
- Participate in class discussions
- Demonstrate an understanding of the theoretical, conceptual, and practical issues in International business by recalling facts, theory and examples.

Assignment 1
Weekly (Case Analysis-Presentation) Group Work

Due Date: From Week 2

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.
Marks should be allocated for the following criteria:
- Analytical skills
- Innovative solutions
- Team work
• Presentation skills

Please note the case in case analysis group work column will be attempted by student groups and the cases in the last column of the schedule under the heading chapters and class case are the cases which I shall attempt in class with you. Every week you are supposed to read the case for the week in this column and come ready for discussion and defending your self.

Assignment 2

FINAL PROJECT

Due date: Week 12

Value: 20% (10% Essay 10% Presentation)

Global Business Plan (Group work)

Presentation and hard copy hand over

Due Dates: 1st October 2007

Marked assignments will be returned on: 8.11.06

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. This plan is also available on the webct page for this unit.

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

This is a major project and marks are given for each subsection of the essay/plan.

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.

Marks out of 10 will be given for the essay that is the hard copy which will be submitted and another 10 marks are reserved for the group presentation. Each and every student in the group will participate in the presentation and be marked.

Further assignment support can be obtained from the following below:

<table>
<thead>
<tr>
<th>Resource</th>
<th>Link</th>
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<tbody>
<tr>
<td>Sprague Library at Montclair State University</td>
<td><a href="http://www.montclair.edu/pages/library/library.html">http://www.montclair.edu/pages/library/library.html</a></td>
</tr>
<tr>
<td>A very good organization of useful business related links</td>
<td><a href="http://www.brint.com/interest.html">http://www.brint.com/interest.html</a></td>
</tr>
<tr>
<td>Internet-based marketing readings</td>
<td><a href="http://www.chapmanrg.com/IMR/IMR.HTM">http://www.chapmanrg.com/IMR/IMR.HTM</a></td>
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<td>American Marketing Association</td>
<td><a href="http://www.ama.org/">http://www.ama.org/</a></td>
</tr>
<tr>
<td>Central Intelligence Agency (CIA) world fact book</td>
<td><a href="http://www.odci.gov/cia/publications/factbook">http://www.odci.gov/cia/publications/factbook</a></td>
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<td>Michigan State University CIBER</td>
<td><a href="http://ciber.bus.msu.edu/busres.htm">http://ciber.bus.msu.edu/busres.htm</a></td>
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<tr>
<td>Indiana University CIBER</td>
<td><a href="http://www.bus.indiana.edu/ipweb/pedagogy.htm">http://www.bus.indiana.edu/ipweb/pedagogy.htm</a></td>
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<tr>
<td>Thunderbird University International Business Information Center</td>
<td><a href="http://www.t-bird.edu/research/ibic/">http://www.t-bird.edu/research/ibic/</a></td>
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<tr>
<td>Textbook links for international research</td>
<td><a href="http://ciber.bus.msu.edu/busres.htm">http://ciber.bus.msu.edu/busres.htm</a></td>
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<tr>
<td>U.S. Census Bureau world demographic and socio-economic data</td>
<td><a href="http://www.census.gov/ipc/www/idbnew.html">http://www.census.gov/ipc/www/idbnew.html</a></td>
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<tr>
<td>Source for global population data</td>
<td><a href="http://www.popnet.org/">http://www.popnet.org/</a></td>
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<td>Population Research Bureau</td>
<td><a href="http://www.prb.org/">http://www.prb.org/</a></td>
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<td>Maps of world</td>
<td><a href="http://www.lib.utexas.edu/Libs/PCL/Map_collection/Map_collection.html">http://www.lib.utexas.edu/Libs/PCL/Map_collection/Map_collection.html</a></td>
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<tr>
<td>City.net travel guide</td>
<td>Refdesk</td>
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http://www.rileyguide.com/intlbus.html
http://www.lib.unc.edu/reference/busecon/international_business/
http://www.ibrc.business.ku.edu/
http://www.worldbiz.com/
http://www2.etown.edu/vl/intlbus.html

EXAMINATION

MID TERM EXAM

Date: 6th September 2007 (week 6)
Value: 15%
Venue: E4B 316
Length: 2 hours
Format: Essay questions exercises and cases

The midterm exam will consist of
Q1. 10 multiple choice questions (marks 5 - half a mark for each question),
Q2. Essay questions marks 5 (4 questions will be given, students have to answer
any 2 and the marks for each of them would be 2.5)
Q3. A case study (marks 5).

FINAL EXAM

Date: 8th November 2007
Venue: E4B 316
Value: 40%
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.

Final exam will consist of:
Q1 Multiple choice questions (Total marks 10-10 questions)
Q2 Experiential short cases.2 cases of 5 marks each. (Total Marks 10)
Q3 Essay type questions. 6 questions will be given; you have to answer any 4. Each of these questions has a weighting of 2.5 marks. (Total marks 20).
Changes if any in exam structure will be notified to students.

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.

REFERENCES:


SUGGESTED READINGS

Websites

Business Week (sign-up online at www.resourcecenter.businessweek.com)


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


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

The Economist (sign-up online at www.economistacademic.com)


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: 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.
STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can accessed at www.student.mq.edu.au

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

2

3

4

5

6

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 plagiarizing will be penalized.
☐ 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

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

BUS804 INTERNATIONAL BUSINESS STRATEGY

GROUP NO:

GROUP CONTACT SHEET

<table>
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<tr>
<th>Student Name</th>
<th>ID number</th>
<th>Phone</th>
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