



FACULTY OF  
BUSINESS AND ECONOMICS

**BUS804**  
**International Business Strategy**

**SEMESTER 1, 2012**

*Department of Marketing and Management*

**MACQUARIE UNIVERSITY  
FACULTY OF BUSINESS & ECONOMICS  
UNIT GUIDE**

**Year and Semester:** Semester One 2012

**Unit convenor & Lecturer in charge:** Dr. Robert Jack

**Prerequisites:** [BUS651](#) or [MKTG696](#) or admission to MIntRel

**Co-requisites:** Nil

**Credit points:** 4

Students in this unit should read this outline carefully before we start our lecture sessions. 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**

**BUS804** is a 4 credit point unit. It is a single semester unit. The number of credit points that a unit is worth is determined by the number of hours that a student is expected to spend each week attending lectures, reading and preparing assignments. For a single semester unit, students are expected to spend at least 24 hours per credit point on work related to the unit. Students are strongly advised to prepare their study timetable accordingly. Successful performance in the exam requires knowledge and understanding of the content of the lectures and set readings.

**Welcome to International Business Strategy!**

Previous students have found this subject to be a very interesting one and I trust that you will find the same. In recent years, the study of international business has gained prominence and popularity. Although international business has many similarities with domestic business, there are some important differences. International business includes all business activities that involve business organisations from two or more countries.

This unit will draw upon concepts and theoretical frameworks from interdisciplinary sources as well as practical industry and firm-level case studies and experiential exercises in order to examine various issues relevant to conducting business across national borders. The unit will address not only the economic dimension of the international business environment, but also its political, cultural and technological dimensions, all of which interact in complex ways to generate opportunities and threats at the firm level. It will introduce students to vital matters in strategic decision making in the global markets to provide insights on the practices and policies used by competing businesses worldwide for developing strategies for competitive advantage. It explores the challenges, dynamics and processes involved in managing a multi-national company.

**TEACHING STAFF**

<b>NAME</b>	<b>ROLE</b>	<b>EMAIL ADDRESS</b>	<b>CONSULTING TIMES</b>
<b>Dr. Robert Jack</b>	Unit Convenor and Lecturer	<a href="mailto:rob.jack@mq.edu.au">rob.jack@mq.edu.au</a>	TBC Location: Building E4A Room 643 Ext. 8463

## **TEACHING STAFF – Biographical information**

### **Unit Convenor and Lecturer in Charge**

**Dr. Robert Jack** - BASocSci, (LaTrobe); GradDipMktg, (Monash); MMktg, (Monash); MIntBus, (Monash); Ph.D, (Monash) - joined Macquarie University in 2009 and currently teaches in international business. He has Masters Degrees in both Marketing and International Business and was awarded his Ph.D from Monash University. His dissertation comprised a qualitative case study of ten Australian multinational firms and highlights the challenges these firms face in formulating internationalisation strategy when their products contain complex combinations of goods and value added service activities, all of which need to be successfully delivered by the firm to clients in international markets.

Dr Jack's research interests include firm internationalisation, foreign market entry and the internationalisation of services. He has written over 20 referred conference papers, book chapters and journal articles. His research was presented at the Academy of International Business Annual Conferences in 2010-2011.

Between 2003 and 2008 Dr. Jack lectured in the subject areas of International Marketing and Research, International Business Strategy and International Business Theory and Practice in the Department of Management at Monash University and the Australian Graduate School of Entrepreneurship at Swinburne University of Technology.

### **Guest lecturer**

Mr. Karl Lijun Qin is a Chinese born New Zealand citizen who has lived and worked in New Zealand and Australia. Karl will provide a 'one-off' guest lecture in the latter part of the semester (in Week 10 or Week 11)

Karl graduated with a Master's Degree in Engineering and worked as an engineer within Chinese government owned companies, predominantly in the oil exploration sector. In 1998 Karl was transferred to Wellington, New Zealand to explore and develop commercial cooperative opportunities between China and New Zealand

Karl was appointed CEO of Haier Australia Pty Limited in 2004 at which time he moved to live in Sydney and began to build the Oceania headquarters for China's largest electronic appliance manufacture. Leaving the Haier Group in 2007, Karl founded TDES (Technology Development and Equipment Supply Limited). Karl also specialises in global business strategy consulting, specifically the development of greater competitiveness from global restructuring of companies into truly international businesses. Karl has been a Faculty Industry Advisory Board Member in the Faculty of Business and Economics since 2009.

## **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.

## 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 AND RECOMMENDED TEXTS AND/OR MATERIALS

- Cavusgil, S. Tamer, Rammal, H., & Freeman, S (2011) *International Business: The New Realities* NSW: Pearson Australia – **this is available for purchase at the University Bookshop**

### Other useful references – TEXTBOOKS

- Bartlett, C. A., & Ghoshal. S., (2011) *Transnational Management: Texts, Cases, and Readings in Cross-Border Management*, 6<sup>th</sup> ed, McGraw-Hill Higher Education (ON RESERVE)
- Buckley, P. J., (2011) *Globalisation and the global factory*, Cheltenham: Edward Elgar (ON RESERVE)
- Caves, R.E., (2007) *Multinational Enterprises and Economic Analysis (Cambridge Surveys of Economic Literature)* 3<sup>rd</sup> ed, Cambridge University Press (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)
- Dunning, J., & Lin, T., (2007) *Multinational enterprises and emerging challenges of the 21st century*, Cheltenham: Edward Elgar Publishing (ON RESERVE)
- Dunning, J. & Lundan, S., (2008) *Multinational Enterprises and the Global Economy*, Edward Elgar Publishing (ON RESERVE)
- Hill, C.W.L., (2011) *International business: competing in the global marketplace*, 8<sup>th</sup> ed, Boston: McGraw-Hill/Irwin (ON RESERVE)
- Morrison, J., (2009) *International business: challenges in a changing world*, New York: Palgrave Macmillan (ON RESERVE)
- Peng, M., (2010) *Global*, Mason, Ohio, Southwestern Cengage Learning, (ON RESERVE)
- Rugman, A., (2009) *The Oxford handbook of international business*, 2<sup>nd</sup> ed, Oxford, New York: Oxford University Press (ON RESERVE)
- Sitkin, A., Bowen, N., (2010) *International business: challenges and choices*, New York, Oxford University Press (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 Journal of Management*
- *Cross Cultural Management*
- *International Business Review*
- *Journal of Asia Business*
- *Journal of International Business Studies*
- *Journal of International Management*
- *Journal of World Business*
- *Management International Review*
- *Strategic Management Journal*
- *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*

### Other references - USEFUL WEBSITES

- Australian Bureau of Statistics: <http://www.abs.gov.au/>
- Department of Foreign Affairs and Trade: <http://www.dfat.gov.au/>
- World Trade Organisation: <http://www.wto.org/>
- International Monetary Fund: <http://www.imf.org/>
- The World Bank: <http://www.worldbank.org/>
- UNCTAD-United Nations Conference on Trade and Development: <http://www.unctad.org>
- International Trade Centre: <http://www.intracen.org/>
- Australian Financial Review: <http://www.afr.com.au>
- International business news:
  - orthodox views:
    - The Economist - <http://www.economist.com> (some parts available only on subscription)
  - alternative views:
    - Green Left Weekly - <http://www.greenleft.org.au>
    - New Internationalist - <http://www.newint.org>

### TECHNOLOGY USED AND REQUIRED

- No specific technology is required for this subject

### UNIT WEB PAGE

- Course material is available on the learning management system (iLearn) <http://ilearn.mq.edu.au>
- The web page for this unit can be found at: <http://www.handbook.mq.edu.au/2012/Units/PGUnit/BUS804>

## LEARNING OUTCOMES

The learning outcomes of this unit are for students to understand:

1. The process of developing and implementing an internationalisation strategy for a business
2. The economic, environmental, societal, technological, legal and political forces that affect international business
3. International trade and investment theories
4. The implications of regional economic integration for strategy development
5. Foreign market entry strategies and international strategic alliances
6. Ethical and issues in international business and trade
7. Key economic and business organisations which facilitate engagement with global business

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:

- Discipline Specific Knowledge and Skills
- *Critical, Analytical and Integrative Thinking*
- *Problem Solving and Research Capability*
- *Creative and Innovative*
- Effective Communication
- Engaged and Ethical Local and Global citizens
- Socially and Environmentally Active and Responsible
- *Capable of Professional and Personal Judgement and Initiative*
- Commitment to Continuous Learning

## RESEARCH AND PRACTICE

- This unit gives you practice in applying research findings in your assignments
- This unit gives you opportunities to conduct your own research

**TEACHING AND LEARNING STRATEGY**

**BUS804 International business strategy lecture schedule**

<b>Academic week</b>	<b>Lecture topics</b>
Week 1 27/02/12	<b>Topic 1 – Introduction</b> International business and the internationalisation of the firm <i>Readings - Cavusgil et al., Chapters 1 &amp; 2</i>
Week 2 05/03/12	<b>Topic 2 – Internationalisation and firm-based investment theory</b> The conceptual basis and theoretical benefits of internationalisation <i>Readings - Cavusgil et al., Chapter 6</i>
Week 3 12/03/12	<b>Topic 3 – Organisational participants in the interationalisation process</b> Classification of firms and key stakeholders in internationalisation <i>Readings - Cavusgil et al., Chapter 3</i>
Week 4 19/03/12	<b>Topic 4 – Culture, ethics and international strategy development</b> Culture and business; implications of ethics for business strategy <i>Readings - Cavusgil et al., Chapters 4 &amp; 5</i>
Week 5 26/03/12	<b>Topic 5 – Political and legal aspects of international strategy</b> Political and legal systems, risk and its impact on the international firm <i>Readings - Cavusgil et al., Chapters 7 &amp; 8</i>
Week 6 02/04/12	<b>Topic 6 – Multilateral, regional and bilateral trade agreements</b> The WTO, regional and bilateral integration <i>Readings - Cavusgil et al., Chapter 9 (see also p. 232)</i>
	<b>MID-SEMESTER BREAK</b> <b>9<sup>th</sup> to 20<sup>th</sup> April 2012 &amp; ANZAC DAY 25<sup>th</sup> April 2012</b>
Week 8 30/04/12	<b>Topic 7 – Global market opportunity assessment</b> Assessing external and internal suitability for internationalisation <i>Readings - Cavusgil et al., Chapter 10 &amp; 13</i>
Week 9 07/05/12	<b>Topic 8 – The fundamentals of strategy and organisation</b> International strategy development and firm organisation <i>Readings - Cavusgil et al., Chapter 12</i>
Week 10 14/05/12	<b>Topic 9 – Entering foreign markets - Part 1</b> The various modes firms can use to enter overseas markets - Exporting, countertrade and FDI <i>Readings - Cavusgil et al., Chapters 14 &amp; 15</i>
Week 11 21/05/12	<b>Topic 10 – Entering foreign markets - Part 2</b> The various modes firms can use to enter overseas markets – Licensing, franchising and global sourcing <i>Readings - Cavusgil et al., Chapters 16 &amp; 17</i>
Week 12 28/05/12	<b>Topic 11 – The strategic use of human resources in an international context</b> The use of 'human capital' in international markets <i>Readings - Cavusgil et al., Chapter 18</i>
Week 13	<b>Course Revision</b>

**BUS804 International business strategy presentation schedule**

<b>Week</b>	<b>Case</b>	<b>Assigned Work</b>
Week 1 27/02/12	<b>Globality – the next stage of globalisation</b>	To be provided in the first class
Week 2 05/03/12	<b>The emergence of Emirates as a global airline (pp.55-57)</b>	<ol style="list-style-type: none"> <li>1. Explain how Emirates pursues internationalisation?</li> <li>2. Identify and discuss three key drivers of Emirates market globalisation</li> <li>3. What are some of the negative consequences of globalisation in the case of Emirates?</li> </ol>
Week 3 12/03/12	<b>Hyundai: Leading the way in the global car industry (pp. 171-173)</b>	<ol style="list-style-type: none"> <li>1. What are the roles of comparative and competitive advantages in Hyundai's success?</li> <li>2. Consistent with the 'Eclectic paradigm', describe the ownership-specific advantages, location specific advantages and internalization advantages held by Hyundai. Which of these advantages do you believe has been most instrumental to the firm's success?</li> <li>3. The Korean government has been instrumental to Hyundai's success. In terms of national industrial policy what has the government done to support Hyundai? What can the government do to encourage future success at Hyundai? What can the government in your country do to support development or maintenance of strong car industry?</li> </ol>
Week 4 19/03/12	<b>Alibaba.com (pp. 83-84)</b>	<ol style="list-style-type: none"> <li>1. What key factors have contributed to the success of Alibab.com?</li> <li>2. What are some of the challenges that Alibab.com now faces?</li> <li>3. With B2C and B2B activities now on the rise and more people now using the internet to purchase products, what future do you see for retailers and large warehouses that sell to business and customers?</li> </ol>
Week 5 26/03/12	<b>The global reach of the film industries of Asia (pp. 116-117)</b>	<ol style="list-style-type: none"> <li>1. What role do you believe government can play in encouraging the global reach of the film industry?</li> <li>2. How can the local Asian film industry compete against the growing popularity of Hollywood movies and products in their domestic market?</li> <li>3. What role do you believe countries such as Australia can play in the growth and success of the Asian film industry?</li> </ol>



<b>Week</b>	<b>Case</b>	<b>Assigned Work</b>
Week 6 02/04/12	<b>Foreign direct investment in China (pp. 454-456)</b>	<ol style="list-style-type: none"> <li>1. Outline at least four essential elements for attaching FDI in the Yangtze Delta Basin</li> <li>2. Why would a foreign company be inclined to set up its operations in an economic and technological development zone (ETDZ)?</li> <li>3. Comment on the current promotions and/or incentives that are aimed at attracting FDI to China</li> </ol>
Week 8 30/04/12	<b>Regional integration in the Middle East: The Gulf Cooperation Council (pp. 268-269)</b>	<ol style="list-style-type: none"> <li>1. What are the benefits and drawbacks of forming regional agreements?</li> <li>2. What steps would the GCC need to take in order to successfully become to economic union with a common money market?</li> <li>3. The political instability of the Middle East has always been a cause for concern. How can the GCC work through these issues and continue to integrate their economies?</li> </ol>
Week 9 07/05/12	<b>Tata Group: India's new global challenger (pp. 297-300)</b>	<ol style="list-style-type: none"> <li>1. Describe the various advantages that firms like Tata employ to become large industrial conglomerates. How can Tata sue these same advantages to succeed in foreign markets?</li> <li>2. What is the relationship between trade barriers, bureaucracy, country risk and the emergence of Tata as a major player in world trade? How has declining government intervention in India improved the ability of Tata to succeed in India and its ability to internationalise?</li> <li>3. What markets seem most promising for Tamo (Tata Motors)? What dimensions should Tamo consider as it evaluates the market potential of emerging markets?</li> </ol>
Week 10 14/05/12	<b>Advanced Biomedical Devices: Assessing readiness to export (pp. 386-388)</b>	<ol style="list-style-type: none"> <li>1. Do you believe that ABD's products are in a state of readiness to begin exporting to Europe? Are the products ready for exporting to emerging markets that may have little experience with the high tech solutions offered by Speedheal products?</li> </ol>

		<ol style="list-style-type: none"> <li>2. Does the management at ABD possess the appropriate knowledge, skills and capabilities for internationalization? What steps should be taken to prepare the firm for the demands of selling and operating in international markets?</li> <li>3. If you were a member of ABD's management, what countries would you recommend that ABD target first? Justify your recommendations.</li> </ol>
<b>Week</b>	<b>Case</b>	<b>Assigned Work</b>
Week 11 21/05/12	<b>Subway and the challenges of franchising in China (pp.484-486)</b>	<ol style="list-style-type: none"> <li>1. What are the specific threats to Subway's intellectual property in China? What can Subway do to protect its intellectual property?</li> <li>2. What do you think about Subway's method and level of compensating its master franchisee and regular franchisees in China? Is the method satisfactory or is there room for improvement?</li> <li>3. Subway faces various cultural challenges in China. What are these challenges and what can Subway and its master franchisee do to overcome them?</li> </ol>
Week 12 28/05/12	<b>Boeing 787: A story of outsourcing (pp. 516-518)</b>	<ol style="list-style-type: none"> <li>1. In view of the problems faced by Boeing, can outsourcing be expanded to high technology products such as large passenger aircraft?</li> <li>2. Can the outsourcing of high-technology products lead to the loss of competitive advantage?</li> <li>3. Provide an overview of the future outlook for the Boeing 787</li> </ol>
Week 13 04/06/12	<b>Evolving human resource challenges at Sony (pp. 578-580)</b>	<ol style="list-style-type: none"> <li>1. When recruiting expatriates for foreign operations, what characteristics should Sony emphasise to ensure its managers are adept at living and working overseas</li> <li>2. What strategies should management follow to improve labour relations in Indonesia and elsewhere?</li> <li>3. What steps can Sony take to improve corporate social responsibility in organizing and managing its operations around the world, particularly in emerging markets?</li> </ol>

## 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>	Article analysis	Group report	Case presentation	Final exam
<b>Description</b>	Essay  <b>Refer to p. 14 for more detail</b>	Group report  <b>Refer to p. 15-16 for more detail</b>	Formal presentations  <b>Refer to p. 17 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.
<b>Due date</b>	Week 6	Week 11	Ongoing Weeks 2-13	Please check the exam timetable for location and time
<b>% Weighting</b>	25	25	10	40
<b>Grading method</b> marking criteria standards expectations in relation to presentation referencing requirements	<ul style="list-style-type: none"> <li>• Introduction – 10%</li> <li>• Analysis – 70%</li> <li>• Conclusion – 10%</li> <li>• Presentation and referencing – 10%</li> </ul>	<ul style="list-style-type: none"> <li>• Executive summary – 10%</li> <li>• Analysis – 70%</li> <li>• Conclusion – 10%</li> <li>• Presentation and referencing – 10%</li> </ul>	Marks should be allocated for the following criteria -  Analytical skills; Innovative solutions; Team work; Presentation skills	N/A
<b>Submission method</b>	Via Turnitin and in class to tutor	Via Turnitin and in class to tutor	A formal presentation by each group member	N/A

	<b>Assessment Task 1</b>	<b>Assessment Task 2</b>	<b>Assessment Task 3</b>	<b>Assessment Task 4</b>
<b>Feedback</b> ( <i>type, method, date</i> )	Written feedback will be given 2 weeks after respective submissions of assignments in tutorial	Written feedback will be given 2 weeks after respective submissions of assignments in tutorial	Verbal feedback will be given interactively when necessary during class discussions.	N/A
Estimated student workload (hours)	16 hours	20 hours	24 hours	30 hours
BUS804 Learning outcomes assessed				
1	15%	30%	25%	30%
2	15%	10%	25%	25%
3	10%	50%	25%	25%
4	60%	10%	25%	20%
Graduate capabilities assessed				
1. Critical, Analytical and Integrative Thinking	5%		5%	20%
2. Problem Solving and Research Capability		5%		
3. Capable of Professional and Personal Judgment and Initiative		10%		

## Assessment Components - INDIVIDUAL ASSIGNMENT

### The INDIVIDUAL ASSIGNMENT is worth 25% of your final grade

Each student will be expected to submit an individual assignment of 2,500 words in **Week 6**. The format for the assignment is an **ESSAY**. You will be required to select from a list of 3 major peer-reviewed research articles, **one article** to review, critique and summarise. Please note that PDFs of each article will be listed on iLearn.

The articles are listed below:

- Buckley, P. J., & Ghauri, P. N. 2004. Globalisation, economic geography and the strategy of multinational enterprises, *Journal of International Business Studies*, 35, 2, 81–98  
<http://www.palgrave-journals.com/jibs/journal/v35/n2/abs/8400076a.html>
- Cuervo-Cazurra, A. 2007. Sequence of value-added activities in the multinationalization of developing country firms, *Journal of International Management*, 13, 3, 258-277  
<http://www.sciencedirect.com/science/article/pii/S1075425307000518>
- Luo, Y., & Tung, R. 2007. International expansion of emerging market enterprises: springboard perspective, *Journal of International Business Studies*. 38, 4, 481-498  
<http://www.palgrave-journals.com/jibs/journal/v38/n4/abs/8400275a.html>

Your critique should incorporate at least 12 different references. These can be sourced from the following:

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

The 12 references should be evenly balanced between these five resource options. Examples of all of these reference options are detailed on pages 5-7 of this guide.

Students are expected to maintain an appropriate standard in presenting their essay. 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). Students are expected to maintain an appropriate standard in presenting their essay. It should be checked for spelling, consistency and clarity of expression. Late submission of the assignment will incur a penalty of 10% of the value of the assignment for every day that it is late.

Your essay must be submitted to **Turnitin** at [www.turnitin.com](http://www.turnitin.com) (for details see p. 17)

## Assessment Components - GROUP REPORT

### The REPORT is worth 25% of your final grade

You will be required to join a group (of no more than four students, preferably three), choose a topic (see below) and use that as a basis to develop a 4000 word written **REPORT** based on one of the topics listed below. The report will be due for submission in **Week 11**.

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 pages 5-7 of this guide.

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, 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 (in text referencing).

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.

## GROUP REPORT – LIST OF TOPICS

1

- Describe the requisite dimensions that characterise truly successful, contemporary international firms

2

- Doing business in emerging markets involves strategies that are often distinct from those of other international venues. What types of strategic approaches can firm's use when doing business in emerging markets

3

- What are the various strategies available to firms to manage government intervention in international markets?

4

- Outline the key guidelines for strategic global sourcing. Identify some of the benefits and the risks that firms face with global sourcing. What actions can management take to make global sourcing succeed?

5

- What factors should management consider when deciding where in the world to establish the following?
  - A factory
  - A sales and marketing office
  - Regional headquarters

6

- How would you describe the internationalisation process of the firm? Does it differ for the following categories of firms?
  - Large enterprises
  - Small to medium size businesses
  - 'Born-global' firms

7

- Why is corporate social responsibility (CSR) important to an internationalising firm? What steps can a firm take to develop its orientation to CSR and sustainability in its international operations?

8

- Does culture still matter in international business? Provide a detailed analysis of the types of contexts where cross-cultural differences may cause problems for international managers

### **All group work is peer moderated (see Appendix 1)**

In Week 11 each student will submit a peer evaluation assessment for each member in their group (including themselves). This will then allow a peer factor to be allocated to the Group's raw score for each individual student, allowing a dispersion of marks within the same group. **This peer factor is kept confidential. (See Appendix 1)**

Remember your individual essay and group report must be your own work. Therefore, the report 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 essay and report you must include the following:

- Cover sheet with student name, student ID number, 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 student 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.**

In terms of the group report, 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 - CASE PRESENTATION**

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

The class will be divided into groups of 3-4 members each (est.) and, commencing in Week 2, each group will discuss and present the analysis for the week's case study/reading material within a time period of 25 minutes in class.

The presentation will comprise 10% of your final grade. Marks should be allocated for the following criteria:

- Analytical skills
- Innovative solutions
- Team work
- Presentation skill.

All students are required to read the week's case study before coming to class and come ready to discuss, defend and question other students.



## Assessment Components - FINAL EXAM

### The FINAL EXAM is worth 40% of your final grade

A compulsory two hour final exam will be set during the exam period from 12<sup>th</sup> to 29<sup>th</sup> June 2012. The examination will be 'closed book'. The format of the final exam will be advised later in 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.businessandeconomics.mq.edu.au/for/new\\_and\\_current\\_students/undergraduate/admin\\_central/grade\\_appeals](http://www.businessandeconomics.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.

**BUS804 - International Business Strategy**  
**Individual Assignment Semester 1, 2012**

**Essay: Marking and Feedback Summary Sheet**

Student Name: \_\_\_\_\_

Student ID: \_\_\_\_\_

Section	Grade	Comments
<b>1</b>	<b>Introduction</b> <i>You should provide a 1-2 paragraph overview of the essay. It is a summary of the main aim, findings and conclusion.</i>  <b>10%</b>	
<b>2</b>	<b>Body</b> <i>Present a critical analysis of the topic area, ensuring that all requirements are met. Relevant theoretical issues should be addressed, and your discussion should demonstrate wide reading, not just references listed in this subject outline.</i>  <b>70%</b>	
<b>3</b>	<b>Conclusion</b> <i>Your concluding section should be linked logically to the body of the essay, and should not raise new issues.</i>  <b>10%</b>	
<b>4</b>	<b>Presentation/Referencing etc</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 essay contains correct spelling grammar, and is well presented.</i>  <b>10%</b>	
<b>Total</b>	<b>GRADE</b>	

**BUS804 International Business Strategy**  
**Group Assignment Semester 1, 2012**

**Report: Marking and Feedback Summary Sheet**

Students: \_\_\_\_\_

\_\_\_\_\_

<b>Section</b>	<b>Grade</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></p> <p><b>10%</b></p>	
<b>2</b>	<p><b>Body</b>  <i>Present a critical analysis of the topic area, ensuring that all requirements are met. Relevant theoretical issues should be addressed, and your discussion should demonstrate wide reading, not just references listed in this subject outline.</i></p> <p><b>70%</b></p>	
<b>3</b>	<p><b>Conclusion</b>  <i>Your concluding section should be linked logically to the body of the essay, and should not raise new issues.</i></p> <p><b>10%</b></p>	
<b>5</b>	<p><b>Presentation/Referencing etc</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></p> <p><b>10%</b></p>	
<b>Total</b>	<b>GRADE</b>	

# Presentation: Marking and Feedback Summary Sheet

Group members:

Tutorial Class:

Date: / /2012

<b>Criteria</b>	<b>Very Poor</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>	<b>Specific Comments</b>
<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:** / /2012

**APPENDIX 1**  
**STUDENT EVALUATION OF MEMBER PARTICIPATION FOR GROUP WORK**

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: \_\_\_\_\_

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).

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

<b>Student Name</b>	<b>Participation %</b>	<b>Individual Mark</b>	<b>Signature</b>

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 \_\_\_\_\_

<b>Student ID</b>	<b>Student Name</b>	<b>Email</b>	<b>Signature</b>

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)  
\_\_\_\_\_