College of Commerce
Division of Economic and Financial Studies
Business Department

BUS 302
INTERNATIONAL
BUSINESS POLICY

UNIT OUTLINE
SPRING 2006

Time: 1-4 pm Mondays
Lecture room E5A 119

Lecturer
Dr Meena Chavan
Bldg E4A Level 6 Room 632
Phone Contacts: 96859239
Mobile 0418971952
mchavan@efs.mq.edu.au
UNIT NUMBER: BUS302

UNIT TITLE: INTERNATIONAL BUSINESS POLICY

UNIT WEIGHT: 3 CREDIT POINTS

UNIT LEVEL: 300

PRE-REQUISITES: Enrolment in BInt or BeBus

CO-REQUISITES: NII

ATTENDANCE: ONE SEMESTER, 1.5 HOURS LECTURE
1.5 HOURS TUTORIAL PER WEEK

Class Assignments 10% (Group Work)
In Class Participation 10 %
Mid term Exam 15%
Final Project 15% (Individual Work)
Final Exam 50%
TOTAL 100%
BRIEF DESCRIPTION OF THE UNIT:

"Face-to-face learning done together - in the classroom - where we can challenge and debate real business situations in a learn-by-doing, interactive setting is an exciting, energized approach that's light years beyond listening to someone lecture."

The challenges facing managers of large multinational corporations (MNCs) have continued to evolve over the past decade. MNCs are expanding their operations in large emerging economies like India and China central to their global strategies; they are coming to grips with social responsibilities questions and challenges raised by the anti globalization movement; and they are dealing with widespread excess capacity worldwide and the threat of a prolonged period of economic slowdown in the global economy.

Although each of these challenges requires its own dedicated responses, MNC managers must still understand them within a broader context of global strategy and cross border management.

The purpose of this unit is to provide such a context - 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 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 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

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 by exploring:

- The nature and scope of international management issues;
- Demands of operating in a global environment
- Operating tasks involved in implementing multidimensional global strategies
• Strategies used by influential multinationals and learn more about the industries in which they operate;
• Identifying key factors which serve to differentiate business systems in various cultural and economic settings;
• Evaluate and enhance the ability to think strategically and synthesize knowledge from other business disciplines.

The course will provide opportunities for students to bring their diverse perspectives and experiences; solve complex business problems; and build on the knowledge acquired in several previous functional courses.

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 also provides students with the ability to analyse the impact of the international environment upon the firm and management. Dimensions of international management practice, including the impact of culture on communication, negotiation and leadership, will also be examined to assess a firm’s capacity to respond proactively.

Course Outline/Schedule

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATES</th>
<th>Chapters &amp; Lectures;</th>
<th>ASSIGNMENT DETAILS</th>
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<tbody>
<tr>
<td>1</td>
<td>31/7/06</td>
<td>Lecture 1 Introductory lecture &amp; Identifications of groups. Chapter One: Expanding Abroad: Motivations, Means and Mentalities Lecture and case study</td>
<td>Short cases: Hand outs</td>
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<td>7/8/06</td>
<td>Lecture 2</td>
<td>Case 1-1 Jollibee Foods</td>
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<td>14/8/06</td>
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<td>Chapter Three: Developing Strategic Capabilities: Building Layers of Competitive Advantage</td>
<td>Case 2-1: Toys &quot;R&quot; Us Japan</td>
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<td>Video and discussions</td>
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<td>21/8/06</td>
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<td>Chapter Four: Developing Coordination and Control: The Organizational Challenge</td>
<td>Case 3-3: BSky B</td>
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<td>Current affairs in International Business pertaining to your country</td>
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<td>28/8/06</td>
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<td>Chapter 5: Creating and Leveraging Knowledge: The worldwide learning challenge</td>
<td>Case 4-1: Philips Vs Matsushita</td>
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<td>Video and discussion</td>
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<td>4/9/06</td>
<td>MIDTERM EXAM</td>
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<td>A discussion on the book &quot;The World is Flat&quot;</td>
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<td>Topic</td>
<td>Case Study</td>
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<td>18.9.06</td>
<td>MIDTERM BREAK</td>
<td>Case 6-3 Star Alliance (A); A Global Network</td>
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<td>25.9.06</td>
<td>16th September to 2\textsuperscript{nd} October both dates inclusive</td>
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<td>8</td>
<td>2/10/06 Lecture 7</td>
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<td>Chapter Seven: Building Multidimensional Capabilities: \textit{The Management Challenge}</td>
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<td>\textit{Short anecdotal cases}</td>
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<td>9</td>
<td>9/10/06 Chapter Eight: Preparing for the Future: \textit{Evolution of the Transnational}</td>
<td>Case 7-2 Silvio Napoli at Schindler India</td>
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<td>\textit{&quot;Your opinion on Globalisation&quot; 5 minutes for each student}</td>
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<td>10</td>
<td>16/10/06 Case 8-1 The transformation of BP</td>
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<td>Case 8-2 GE's Two decade Transformation: Jack Welch's leadership</td>
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<td>11</td>
<td>23/10/06 Project Presentations – 10 groups</td>
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<td>Hand over of final projects. No late projects will be accepted.</td>
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<td>12</td>
<td>30/10/06 Continuation of Project presentation- Next 10 groups</td>
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<td>13</td>
<td>6.11.06 Review Marked projects will be returned.</td>
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ASSIGNMENTS:

Assignment 1 (Group Case Analysis-Presentation)

Due Date: From week 3

Value: 20%

The class will be divided into 8-10 groups of 5 members and each group will discuss and present the analysis as and when they are scheduled for the week's case study/reading material. The presentation will be for a time period of 25-30 minutes in class. Discussions will take place in class after the case presentation for the next 30 minutes. Students are supposed to read the week's case study and be ready to discuss, defend and reciprocate to questions from the lecturer and the presenting group. Please use the Global edge website for help in preparing the cases and discussion questions each week- http://globaledge.msu.edu/

Each student must submit a one page analysis of the case to be discussed each week.

Assignment 2 (Individual work)

Global Business Project - Doing Business with a country of your choice.

Due Date: 23.10.06

Value: 15%

Length: 10-15 pages

Please speak to the lecturer before you embark on this assignment. Select a country of your choice and explore the following areas:

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. A sample assignment has been put up on the web ct for your perusal.
This assignment will be presented in class, marks will be given for style of presentation, and technology used, fluency of language, smooth transition and interesting material.

FINAL EXAMINATION (CLOSED BOOK)

Date: Examination Period

Value: 50%

Length: 3 hours

The final exam will test your practical application skills, through, critical analysis, case studies and short questions.

IMPORTANT

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: 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 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.

TEXT & REFERENCES:


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

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.

SUPPLEMENTARY EXAMINATIONS

The academic staff managing this unit may, at their discretion, decide that, in the light of the circumstances set out in a request for special consideration, the appropriate way to assess your performance in this unit is to invite you to sit a
supplementary examination. \textit{(It is not automatic that you will receive a supplementary examination if you have missed an examination due to medical reasons or misadventure. Students need to have an adequate performance in other assessment components to be considered for a supplementary examination.)}

**SUPPORT SERVICES FOR OVERSEAS STUDENTS**

The University Counselling and Health Services has appointed a counsellor specifically to assist students from overseas countries and those who speak English as their second language. She is particularly expert in assisting with difficulties which involve adjustment to University life or to Australian custom, personal difficulties or the skills of studying, of reading, learning and remembering, or organising and motivating study, or of facing the examinations. Much of the work with students is conducted on an individual basis in a confidential setting. However, each semester groups are conducted to assist students in study skills, stress management and preparation for returning to the home country.

**CHEATING AND PLAGIARISM**

Cheating and plagiarism are regards 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 Counselling 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 summarised, 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 penalised. 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.)

***************
MACQUARIE UNIVERSITY

Professional Authority Form

This form must be completed by a professional authority.

Students at Macquarie University are able to apply for special consideration if they are unable to attend an examination or if they consider that their examination preparation or overall performance in a unit of study has been affected by unavoidable disruption or misadventure. Special consideration may also be granted if a student is forced to leave the examination room early due to illness or unavoidable disruption and believes that his/her examination performance has been affected. In most circumstances documentary evidence is required before special consideration will be granted and your assistance in providing information on the student’s illness or misadventure would be appreciated. The information you provide will allow the University to make a fair decision about the student’s academic performance and will only be used to assess the student’s request for special consideration. If special consideration is requested on non-medical grounds, appropriate supporting documentation must be provided, e.g. statutory declarations by independent witnesses, police reports, or statements from sufficiently senior officials in the place of employment. Photocopies of documents will not be accepted unless they have been certified by a member of the Registrar’s staff.

Professional Use Only

Student’s Name: ___________________________ ID Number: ___________________________

Date of Consultation: _______________________

Date/s of illness or misadventure: From: ___________________________ To: ___________________________

Please tick the box which best describes the student’s illness or misadventure

In my opinion the effect of the illness or misadventure on the above day/s was (or will be):

Negligible ( ) mild ( ) moderate ( ) severe ( )
Was the student suffering from symptoms of the illness or misadventure on the date of the consultation? Yes/No

Please provide details of misadventure or illness including symptoms and the way in which the circumstances are likely to affect exam performance. Is the illness or misadventure related to or as a result of a pre-existing condition? Give details below.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Name and Title: ___________________________________________________________________

Profession: __________________ Provider __________________ Number: __________________

Signature: __________________ Phone __________________ Number/s: __________________

Stamp or seal of Professional Authority (or attach letterhead)
GROUP ASSIGNMENT COVER SHEET

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

<table>
<thead>
<tr>
<th>LECTURER</th>
<th>ASSIGNMENT NAME</th>
<th>DUE DATE</th>
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GROUP MEMBERS

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<tr>
<th>SID NUMBER</th>
<th>FAMILY NAME</th>
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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

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/.