BMA774
International Business Management

Semester 2, 2010

This unit will be offered in:

Hobart

The lecturer responsible will be:

Dr Fan Liang (Lecturer-in-Charge)
Room: 302 (Hobart)
Phone: 6226 1710
Email: Fan.Liang@utas.edu.au

Introduction to the Unit

International business has been gaining in importance in recent decades. International business includes those business activities that are related to two or more countries. Although international business has many similarities with domestic business, there are significant differences between the two. At the international level, a manager must accommodate the complex environment that involves diverse socio-economic conditions, institutional structures and cultural traditions. Businesses need to develop adaptive strategic schemes and organisational mechanisms to effectively compete in such a complex environment. The aim of this unit is to help students gain knowledge of and skills in resolving issues in relation to the environment facing international businesses, the international strategies of businesses, and the management of international business organisations and activities.

Students enrolling in this unit are required to have basic knowledge in economics and management, as many contents of this unit are based on the concepts and principles of economics and management. A management perspective will be adopted in the teaching. Students enrolled in this unit will be required to understand not only theoretical principles, but also to develop skills and capabilities in applying the theoretical knowledge to resolve practical issues. Extensive reading before and after classes is expected of students. Case studies will be incorporated in the teaching to expose students to the challenges facing international businesses and their managers.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

Learning Outcomes

On completion of this unit, you should be able to:

- Understand major theoretical frameworks and concepts in the area of international business.
- Identify the opportunities and challenges businesses face in the global marketplace.
- Creatively apply international business knowledge to resolving practical issues.
- Analyse the strategic choices and organisational management of international businesses.
- Demonstrate professional writing skills.

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see http://www.utas.edu.au/tl/policies/index.htm). By undertaking this unit you should make progress in attaining the following attributes:

Knowledge
- Assessing the diverse and complex international business environment.
- Discussing the mechanism of international trade and foreign direct investment.
- Analysing strategies, organisation and operational management adopted by international businesses.
- Understanding key dimensions of cross-cultural management.
Communication Skills
• Demonstrating professional writing skills in the context of international business.

Problem Solving Skills
• Identifying opportunities and challenges for businesses in the global marketplace.
• Suggesting practical solutions for international businesses.
• Demonstrating critical thinking skills in applying theories.
• Working both independently and in a team environment.

Global Perspective
• Developing business solutions in the context of the integrated and diversified world economy.

Social Responsibility
• Acknowledging differences of social values and ethical approaches across cultures.

Texts

Prescribed Text

School Publications
Students must obtain the following electronic publications which are available from the School of Management website:

*Writing Assignments: A Guide*

*Referencing Style Manual*

Recommended Reading
The publications listed below are highly recommended for further reading on the topics covered in the unit.

Articles for Additional Reading
A select list of articles for additional reading will be posted on MyLO for students to download. It is strongly suggested that students read the articles in the list.

Books


**Journals and Periodicals**

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

*Australian Financial Review*
*Australian, The*
*Business Review Weekly*
*Economist, The*
*Far Eastern Economic Review*
*International Business Review*
*International Journal of Human Resource Management*
*Journal of Comparative International Management*
*Journal of International Business Studies*
*Journal of International Marketing*
*Journal of World Business*
Library Resources

The University library now subscribes to many on-line databases that can be accessed through the library’s website. You can access these databases from home or work via the UTas Library Database page. You will need your UTas username and password for this.
- ProQuest
- ANZ Reference Centre
- DatAnalysis
- Annual Report Collection
- Austats

Other useful library resources include:

Other Useful Websites

- Academy of International Business: http://aib.msu.edu/
- Centre for International Business Studies (Click Links Database): http://cibs.commerce.ubc.ca/
- Company Annual Reports Online: http://www.carol.co.uk/
- Department of Foreign Affairs & Trade: http://www.dfat.gov.au/
- Global Edge: http://globaledge.msu.edu/
- International Monetary Fund: http://www.imf.org/external/
- Pacific Economic Cooperation Council: http://www.pecc.org
- Paul Krugman Website: http://www.princeton.edu/~pkrugman/

Teaching Arrangement

This unit will be taught on a weekly basis with a two-hour lecture and a one-hour interactive tutorial being held each week. All students in this unit will attend the same lectures while smaller classes will be used for the tutorials. Class discussion and case studies will be extensively used in the teaching, particularly in tutorials. It is essential that students complete the assigned reading before and after each class. In this way, students will be able to keep up with the study schedule and will be well prepared for discussing the materials in class. In addition, students are strongly encouraged to contact the lecturer or tutor through e-mail, MyLO, telephone or in person to discuss problems in their studies.

Past experience shows that regular attendance to class and extensive reading before and after class are critical to study. It is expected that students spend an average of eight hours each week in order to attain satisfactory results. This includes two hours for lectures, one hour for tutorials, and five hours for reading, assignment, self
study and consultation. Students should ensure they are able to allocate the required amount of time before they enrol in this unit.

**Flexible Learning: MyLO**

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See *Learning Online* at http://uconnect.utas.edu.au/ for computer software you will need.

*Note:* Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties.

**Privacy Policy and Notice**

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on http://www.utas.edu.au/coursesonline/privacy.htm.

**Assessment**

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

<table>
<thead>
<tr>
<th>Method of Assessment</th>
<th>Value</th>
<th>Due Date</th>
<th>Length*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Coursework</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assignment 1 – Export report</td>
<td>25</td>
<td>Monday, 16 August at 2:00 pm</td>
<td>2,500 words plus an executive summary</td>
</tr>
<tr>
<td>Assignment 2 – Entry mode</td>
<td>25</td>
<td>Monday, 27 September at 2:00 pm</td>
<td>4,000 words plus an executive summary</td>
</tr>
<tr>
<td><strong>Examination</strong></td>
<td>50</td>
<td>Exam Period</td>
<td>3 hours</td>
</tr>
<tr>
<td>Total Marks</td>
<td>100</td>
<td></td>
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</tbody>
</table>

*Word Limit:* The word count includes such items as headings, in-text references, quotes and executive summaries. It does not include the reference list at the end of the assignment.
Study Week

All weekday postgraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

Examination

Format

The final examination will be of three (3) hours duration. The examination is worth 50 per cent of the total available marks. No materials are allowed in the examination room for this unit. You must bring your student identification card to the examination.

The examination will cover the whole unit. It may consist of essay and case study questions. More information will be provided towards the end of the semester.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Student Adviser, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the Current Students homepage at: http://www.utas.edu.au/students/index.html

Should a student require assistance in accessing the Library, visit their website for more information at http://www.utas.edu.au/library/

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school.
accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:
http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, it must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

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**Submission of Coursework**

**Lodging Coursework**

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached, both of which are available as a blank template from the School of Management website:


All assignments must include the tutor’s name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most ‘perfect’ of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

*Hobart students*: Lodge in assignment box at room 316, Commerce & Economics Building.

*Launceston students*: Lodge in assignment box beside room A170.

All coursework must be handed in at 2.00 pm on the due date.

**Late Coursework**

**Written Work**

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be made in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have not been granted an extension will, at the lecturer’s discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than five days late will normally not be accepted by the lecturer-in-charge.

**Tests**

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.
Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer’s or tutor’s room at nominated times; it will not be available from the School’s offices.

Academic Misconduct

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination and any other conduct by which a student:

(a) seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or
(b) improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline, and this can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline – Part 3 Academic Misconduct, see http://www.utas.edu.au/universitycouncil/legislation/.

Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else’s thoughts, writings or inventions and representing them as your own, for example:

- using an author’s words without putting them in quotation marks and citing the source;
- using an author’s ideas without proper acknowledgment and citation; or
- copying another student’s work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at http://www.utas.edu.au/tl/supporting/academicintegrity/index.html.

The intentional copying of someone else’s work as one’s own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author’s permission is required before a work within the database can be viewed.

For further information on this statement and general referencing guidelines, see http://www.students.utas.edu.au/plagiarism/ or follow the link under ‘Policy, Procedures and Feedback’ on the Current Students homepage.

Occupational Health and Safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University’s policy at: http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf
Assignment Topics

Assignment 1 – Individual assignment

Export report

Due Date: Monday, 16 August at 2:00 pm

Length: 2,500 words maximum plus an executive summary of no more than one-page long

Value: 25 marks

Task:

Exports play a very important role in the economic growth of a country. However, exports can be influenced by many factors. This assignment requires you to identify a current news event of international significance based on news reports, and discuss its impacts on, and implications for, exports from Australia or another country of your choice. You may choose a news event from any print or electronic media, but the news event must be no more than two years old and still have current impacts on the exports of the country. You are expected to read a wide range of materials when looking for a suitable news event. This is considered to be an important part of your studies.

This assignment should be in report form, assuming your readers are business executives and/or policy makers who would draw on your report to inform their decision-making. In addition to other common requirements for academic writing and submission, the report should include the following major elements:

- An executive summary of no more than one page long
- A title, headings and page numbers
- A descriptive analysis of the news event
- The implications of the news event for the exports
- Recommendations for business executives and/or policy makers
- In-text citations and end-references using Harvard citation style

Expected learning outcomes:

This assignment is designed to develop your competencies in:

- Research on major international events that impact on international business activities
- Understanding core concepts of international business
- Assessing real international business issues by referring to theoretical knowledge
- Business report writing skills
Assignment 2—Group assignment

Entry mode

Due Date: Monday, 27 September at 2:00 pm
Length: 4,000 words maximum plus an executive summary of no more than two-pages long
Value: 25 marks

Task:

This is a group assignment and students are required to form groups for the assignment with two or three students in one group.

The selection of entry modes is critical to the foreign expansion of companies. Suppose you were commissioned by a company to prepare a business report suggesting an entry mode for its international expansion. You are required to identify a medium-sized company which has no current operations in a particular foreign country of your choice. Prepare a business report to suggest a feasible entry strategy for the company. You are required to carefully assess the competitive advantages of the company and the business environment of the foreign country by referring to publicly available data. Your recommendations should be logically justified by the conditions faced by the company. Note that your report is assumed to be adopted by the executives of the company in their strategic decisions.

Requirements:

- The suggested entry mode must have not been used by the company in the particular foreign country
- A title, headings, page numbers and a table of contents should be included
- Cited sources and data must be referenced properly using Harvard citation style
- Unreliable sources (eg. Wikipedia) are not allowed
- A half-page executive summary is required

Expected learning outcomes:

This assignment is designed to develop your competencies in:

- Applying course concepts to practical issues
- Assessing the business environment faced by international businesses
- Creatively developing solutions for business activities
- Business report writing skills
- Teamwork skills
### Study Schedule

Semester 2, 2010

<table>
<thead>
<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Text Chapter</th>
<th>Topic</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>12 Jul</td>
<td>Ch. 1</td>
<td>1. Globalisation and international business</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>19 Jul</td>
<td>Chs. 7 &amp; 8</td>
<td>2. Culture and ethics across countries</td>
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<tr>
<td>3</td>
<td>26 Jul</td>
<td>Chs. 5 &amp; 11</td>
<td>3. International business environment</td>
<td></td>
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<tr>
<td>4</td>
<td>2 Aug</td>
<td>Ch. 2</td>
<td>4. International trade &amp; investment theories</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>9 Aug</td>
<td>Chs. 4 &amp; 9</td>
<td>5. International trade &amp; investment policies</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>16 Aug</td>
<td>Ch. 10</td>
<td>6. International strategic management</td>
<td>Export report – Monday, 16 August 2:00 pm</td>
</tr>
<tr>
<td>7</td>
<td>23 Aug</td>
<td>Study Week</td>
<td></td>
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</tr>
</tbody>
</table>

Mid-Semester Break 30 August – 3 September

<table>
<thead>
<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Text Chapter</th>
<th>Topic</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>6 Sep</td>
<td>Ch. 11</td>
<td>7. Entry strategies</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>13 Sep</td>
<td></td>
<td>8. Special topic on assignment</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>20 Sep</td>
<td>Ch. 11</td>
<td>9. Exporting and strategic alliances</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>27 Sep</td>
<td>Ch. 3</td>
<td>10. Forex &amp; international monetary system</td>
<td>Entry mode – Monday, 27 September at 2:00 pm</td>
</tr>
<tr>
<td>12</td>
<td>4 Oct</td>
<td>Ch. 12</td>
<td>11. Organisation design and control</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>11 Oct</td>
<td>Ch. 16</td>
<td>12. International HRM; Overview</td>
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</tbody>
</table>

Examination Period 23 October – 9 November 2010