

BMA285/385
Managing Business in the
Asia Pacific

Semester 1, 2008

This unit will be offered in:

Hobart and Jakarta

The lecturing team responsible will be:

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<http://www.utas.edu.au/mgmt/student.htm>

Introduction to the Unit

The Asia Pacific region has been gaining in importance economically and in terms of world business. However, the financial crisis which erupted in late 1990s, followed by the global threat of terrorism, the outbreak of SARS and the avian flu, and the tsunami in late 2004, have complicated the region, posing particular difficulties for firms operating there. The Asia Pacific is also a region with marked differences in economic policies, political settings, legal systems, financial conditions, cultural ambiances and business management across different countries. In order to manage businesses successfully in the Asia Pacific, firms need to develop a comprehensive understanding of the opportunities and challenges in the region.

Managing Business in the Asia Pacific examines the operational environment of the Asia Pacific region and the strategic choice of foreign investors. The prominent management styles of the region are also discussed. On completion of the unit, students will have developed practical skills to analyse and understand the operational environment of the Asia Pacific, and the strategy required of foreign firms to succeed in the region.

MyLO will be used in the delivery of the unit to enhance the learning experience by providing access to announcements, lecture notes and prescribed reading materials. We hope that you will enjoy the opportunity of experiencing the impact of Internet technology in the educational environment.

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 the strategic importance of the Asia Pacific region
- Demonstrate awareness of the various environmental factors that impact upon Asia Pacific business
- Suggest the opportunities and challenges for business in this region
- Know the generic strategies of firms in entering into the Asia Pacific market
- Understand the different management systems of major types of Asian firms
- Acquire practical skills to examine the operational environment of the Asia Pacific and analyse corporate strategies entering the region

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

- The important role of the Asia Pacific market
- Key environmental factors that impact upon Asia Pacific business
- Various entry strategies of firms in entering the Asia Pacific market
- Local Asia Pacific business styles

Communication Skills

- Professional writing skills
- Verbal presentation of research findings and results
- Negotiation skills
- The ability to listen to and evaluate the views of others
- Small group discussion skills

Problem-Solving Skills

- Applying theories and concepts to analyse practical issues
- Acquiring and evaluating information using a range of media
- Collaborating and communicating with members of a team

Global Perspective

- Understanding of the importance of the Asia Pacific in the global business and economy
- Acknowledging the diversity of Asian cultures and their impact on business

Prerequisites

BMA1/281 Introduction to International Business.

Texts

Prescribed Texts

Chen, M. 2004. *Asian management systems* (2nd ed.). Australia: Thomson.

Lasserre, P. & Schutte, H. 2006. *Strategies for Asia Pacific: Meeting new challenges* (3rd ed.). Palgrave Macmillan.

Please also download the following case study from eReserve through the library website for the tutorial in Week 3:

Barnwell, N. & Pratt, G. 2000. When to pull the plug? In *Australian business: An Asian Pacific perspective* (4th ed.). Melbourne: Prentice Hall-Sprint Print. pp. 104-106.

School Publications

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

<http://www.utas.edu.au/mgmt/student.htm>

Writing Assignments: A Guide

School of Management Referencing Style

Recommended Reading

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

Books

Barnwell, N. & Pratt, G. 2000. *Australian business: An Asian Pacific perspective* (4th ed.). Melbourne: Prentice Hall-Sprint Print.

Beamish, P. W. 2000. *Asia-Pacific cases in strategic management*. Boston: Irwin/McGraw-Hill.

Beeson, M. 2004. *Contemporary Southeast Asia: Regional dynamics, national differences*. Houndmills: Palgrave Macmillan.

Chien, W. Shih, S. & Chu, P-Y. 2005. *Business growth strategies for Asia Pacific*. Singapore: John Wiley & Sons.

Chow, I. Holbert, N. Kelley, L. Yu, J. 2004. *Business strategy: An Asia-Pacific focus* (2nd ed.). Singapore: Pearson/Prentice Hall.

Hill, C.W.L. 2007. *International business: Competing in the global marketplace* (6th ed.). New York: McGraw-Hill.

Lasserre, P. & Schütte, H. 1999. *Strategies for Asia Pacific: Beyond the crisis*. Melbourne: Macmillan Education Australia.

Lasserre, P. & Schütte, H. 1999. *Strategy and management in Asia Pacific*. London: McGraw-Hill Publishing Company.

Tian, X. 2007. *Managing international business in China*. Melbourne: Cambridge University Press.

Williamson, P. J. 2004. *Winning in Asia: Strategies for competing in the new millennium*. Boston: Harvard Business Scholl Press.

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).

- **Asia Pacific Journal of Management:** <http://www.springer.com/business/business+for+professionals/journal/10490>
- **Asia Times:** <http://www.atimes.com>
- **Asia Week:** <http://www.asiaweek.com>
- **Asian Wall Street Journal:** <http://www.aws.com.hk>
- **Australian Financial Review, The:** <http://www.afr.com/>
- **Australian, The:** <http://www.theaustralian.com.au>
- **Business Review Weekly:** <http://www.brw.com.au>
- **Economist, The:** <http://www.economist.com>
- **Far Eastern Economic Review:** <http://www.feer.com/>
- **Harvard Business Review:** <http://www.hbr.com>
- **International Journal of Human Resource Management:** <http://www.tandf.co.uk/journals/routledge/09585192.html>
- **Journal of International Business Studies:** <http://www.jibs.net/>
- **Journal of World Business:** <http://www.elsevier.com/locate/jwb>
- **Management International Review:** <http://www.uni-hohenheim.de/~mir/>
- **Pacific Affairs:** <http://pacificaffairs.com/>

- *Pacific Review, The*: <http://www.tandf.co.uk/journals/routledge/09512748.html>
- *Straits Times, The*: <http://straitstimes.asia1.com.sg>

Library Resources

The University library now subscribes to many on-line databases that can be accessed through the library's web site. You can access these databases from home or work. Choose the 'Off-campus link for off-campus access': <http://www.utas.edu.au/library/>.

- Library Home Page: <http://www.utas.edu.au/library/>
- Library Assistance & Training: <http://www.utas.edu.au/library/assist/>
- eReserve: <http://www.utas.edu.au/library/cat/ereserve.html>
- Information Resources for Management: <http://www.utas.edu.au/library/info/subj/management.html>
- Ausstats: <http://www.ausstats.abs.gov.au/>

Other Useful Resources

- Academy of International Business: <http://www.aibworld.net>
- ASEAN (The Association of Southeast Asian Nations): <http://www.asean.or.id/>
- Asian Crisis Home Page, The: <http://faculty.washington.edu/karyiu/Asia/>
- Asia Pacific Economic Cooperation: <http://www.apec.org>
- Asia Source: <http://www.asiasource.org>
- Asia-Pacific.com: <http://www.asia-pacific.com/>
- Austrade (Australian Trade Commission): <http://www.austrade.gov.au/>
- Australian Bureau of Statistics: <http://www.abs.gov.au/>
- Australian Securities and Investments Commission: <http://www.asic.gov.au/>
- Australian Stock Exchange Limited (ASX): <http://www.asx.com.au>
- Centre for International Business Studies (Click Links Database): <http://cibs.commerce.ubc.ca/>
- Company Annual Reports Online: <http://www.carol.co.uk/>
- David Neath International Trade: http://home.iprimus.com.au/dneath/Site_map.htm
- Department of Foreign Affairs & Trade: <http://www.dfat.gov.au/>
- Frogs in Winter: <http://www.quino.net/frog-winter.htm>
- Global Edge: <http://globaledge.msu.edu/ibrd/>
- Inside Asia: <http://www.insideasia.net/>
- Inside Indonesia: <http://www.insideindonesia.org>
- Nanyang Business Report Series <http://www.nanyangbiz.com>
- Nouriel Roubini's Global Macroeconomic and Financial Policy Site: <http://www.stern.nyu.edu/globalmacro/>
- Pacific Economic Cooperation Council: <http://www.pecc.org>
- Plagiarism Resource Center, The: <http://plagiarism.phys.virginia.edu>
- Paul Krugman Website: <http://www.princeton.edu/~pkrugman/>
- Referencing: <http://www.docstyles.com/>
- SWOT Definition: <http://www.gsu.edu/~mgtmsw/ba498tts3.htm>
- Turnitin: <http://www.Turnitin.com>
- World Factbook (CIA), The: <http://www.odci.gov/cia/publications/factbook/>

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* <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. The School of Management has prepared a MyLO Information Sheet which includes access guidelines and contact information. It is available to download as a Word document from the School of Management website: <http://www.utas.edu.au/mgmt/student.htm>

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.

Method of Assessment	Value	Due Date	Length*
Coursework			
Test	15	In lecture of Week 4	45 minutes at beginning of lecture
Group assignment			
- Written report	20	Monday, 14 April	2500 words maximum
- Oral presentation	5	In tutorials from Week 11	10 minutes in tutorials
Examination	60	Exam Period	3 hours
Total Marks	100		

* **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 undergraduate 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.

Test

Format

The format of the test may include a combination of short answer essay questions and case study questions. The test will be closed book and will examine materials from weeks 1-5. More information will be provided prior to the test.

Examination

Format

The examination will cover all material in the unit and will consist of short answer, essay and, possibly case study questions. The best preparation for the exam is consistent work throughout 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 Catalyst Officer, 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 Catalyst Officer is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. 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, must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre

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:

<http://www.utas.edu.au/mgmt/student.htm>

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 six 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.

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. 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/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

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

Tutorial Program

Tutorial Questions for Discussion

Note that the tutorial program does not start until Week 2 of semester.

Tutorials in this unit will follow a participative style of discussion. In order for you to contribute fully to these activities and to gain the most from your tutorial program, you will need to prepare for these sessions with detailed answers which address each of the questions.

Week 2—Introduction

1. How do you define the Asia Pacific as a region?
2. What is the role of government in the economic growth and financial crisis of the Asia Pacific?
3. How important is the Asia Pacific to Australia?

Week 3—Formulating Strategies for Asia Pacific (1)

Read the case study titled “When to Pull the Plug?” derived from Barnwell, N. & Pratt, G. 2000. *Australian business: An Asian Pacific perspective* (4th ed.). Melbourne: Prentice Hall-Sprint Print, pp.104–106 (available from eReverse of the library). Role play a meeting between the three parties during the tutorial. Bear in mind that your careful preparation prior to the tutorial is critical to the performance of the role-play.

1. What detailed arguments would you prepare for tomorrow’s visit if you were Ralph?
2. Imagine you are the new managing director of Colonial, reviewing your background papers on the flight to Shanghai. What additional information would you seek, and what are your initial impressions of the future of the joint venture?
3. Role play a meeting between Ralph, the managing director of Colonial and two senior managers of Shanghai Engineering Corporation to negotiate the two issues of (i) loss of local monopoly and (ii) demands for redistribution of equity in the joint venture.

Week 4—Formulating Strategies for Asia Pacific (2)

1. What implications do high growth rates in the Asia Pacific (if they continue) have for Australian businesses?
2. For foreign firms, establishing international joint ventures (IJVs) with local partners is considered to be the most appropriate mode of operation in the Asia Pacific market. Why?
3. A small Australian firm that has developed some valuable new medical products using its unique biotechnology know-how is trying to decide how best to enter an Asia Pacific country. Its choices are:
 - Manufacture the product at home and set up a wholly-owned subsidiary in the Asian country to handle marketing.
 - Enter into a strategic alliance with a large pharmaceutical firm of the Asian country. The product would be manufactured in the Asian country by the 50/50 international joint venture and marketed by the local partner.

The cost of investment in manufacturing facilities will be a major one for the Australian firm, but it is not outside its reach. Which one of the two strategies would you advise it to choose? Is there a better choice?

Week 5—Asia as a Market

1. Explain how consumer behaviour is influenced by cultural and social factors.
2. What do you think are the differences in terms of marketing that exist between Western countries and the Asia Pacific region? What are the implications of these differences for Western business?

Week 6—Guanxi Dynamics & Network Building

1. Provide an example of how *guanxi* affects business practice. Would you feel comfortable working in that kind of business environment? Why or why not?
2. Can you tell the major differences between the Chinese and Japanese approaches to building connection networks?
3. What are the similarities and differences between *guanxi* and Western relationships?

Week 7— Made-in-China & Japanese Distribution Systems

1. What are the overall strengths and weaknesses of Made-in-China?
2. How do you evaluate the likely impacts of Made-in-China for the world?
3. What are the major cultural, historical and social sources of the current Japanese distribution system?

Week 8

Study Week.

Week 9—JVs in China & Negotiating Styles

1. Why is a local partner so important to a successful joint venture of China?
2. What do you think is the best way to form a cohesive leadership in a joint venture with the Chinese?
3. What are the unique Chinese and Japanese negotiation tactics, and what are their implications for the negotiating process?

Week 10—Overseas Chinese Business

1. What are the key commonalities of the overseas Chinese?
2. In what areas do you think Chinese family businesses need to modernise the most?
3. What are the chief advantages of using a low-profit-margin/high-turnover strategy?

Week 11—Chinese State Enterprises

1. How important are large and medium-sized state enterprises to the Chinese economy?
2. What do you think are the major impediments to the reform of Chinese state enterprises?
3. What are the key factors that cause the differences between local and overseas Chinese enterprises?

Week 12—Japanese Management Systems

1. What are the major structural differences between *zaibatsus* and *keiretsus*?
2. Assess the R&D practices of Japanese businesses.
3. What are the advantages and disadvantages of lifetime employment and seniority-based promotions?

Week 13—Korean Management Systems

1. Why has the relationship between the Korean government and businesses been defined as an unequal partnership? Do you see this relationship changing?
2. Describe the decision-making style of Korean companies.
3. Assess the manufacturing development strategies of Korean companies.

Note: If there is not enough time left for tutorial questions due to the presentations, you still need to work on them on your own and discuss with your tutor any problems you may have.

Assignment Topics

Test

Due Date: Week 4 – In Lecture

Length: 45 minutes

Value: 15 marks

The test will cover material from Weeks 1–3. You will be given more information prior to the test.

Note

In preparing for the test, you may use your own class notes, the PowerPoint lecture notes and tutorial questions as an outline to organise the materials covered in the unit. You also need to read the prescribed textbooks as detailed on page 3 of this outline

Group Assignment

<i>Due Date:</i>	Written report:	Monday, 14 April 2008
	Oral presentation:	Starting from Week 11
<i>Length:</i>	Written report:	2500 words maximum
	Oral presentation:	10 minutes for each group
<i>Value:</i>	Written report:	20 marks
	Oral presentation:	5 marks

Introduction

This is a group assignment. Students are required to form groups of two or three. Each group will complete a written report and present the report in class.

Many companies are looking to enter into the Asia Pacific region for expansion or presently have an Asian presence. Some succeed but many fail in these endeavours. Carefully research and choose a company which has foreign operations in an Asian country or countries. By using the strategic framework discussed in this unit, you are required to prepare a report to examine your selected company's international strategies, the key challenges faced by the company, and the likelihood of its success in implementing or continuing their strategies. Your analysis should be based on the Strengths, Weaknesses, Opportunities and Threats (SWOT) framework to justify your position and to provide sound and logical recommendations to address the key challenges.

In preparing this assignment, due emphasis should be given to the strategic framework discussed in lectures and/or tutes and information relevant to your chosen company as reported in the print and electronic media. A minimum of ten (10) references from both academic (e.g. journal articles, books, etc.) and non-academic literature (e.g. business magazines, newspapers, etc.) should be consulted and cited in your written report.

Oral presentations will be arranged for each group after the written reports are complete. Oral presentations can be done by all members of a group. A maximum of ten minutes will be allocated to each group for the presentation. Given the limited time, brevity is important. Use of visual aids is encouraged but be cautious about overdoing it.

Teamwork is an important workplace skill. Carrying out this project will provide you with experience in working with others and is considered part of the overall assessment. Marking for this assignment will mostly be based on the group's overall result so it is essential that you work well together, making use of each other's talents. However, if evidence shows lack of an individual member's contribution over the semester, adjustments will be made to the marks received by the individual member.

The assignment is designed to provide students competencies in:

- Concepts and knowledge relating to business strategies in the Asia Pacific region
- Research and analytic capabilities
- Computer literacy and Internet skills
- Oral presentation skills
- Teamwork and collaborative skills

Study Schedule

Semester 1, 2008

Week	Start of Week	Text Chapter	Topic	Due Dates
1	25 February	Lasserre & Schutte: Ch. 1	Introduction	
2	3 March	Lasserre & Schutte: Ch. 2	Formulating Strategies for Asia Pacific (1)	
3	10 March	Lasserre & Schutte: Ch. 2	Formulating Strategies for Asia Pacific (2)	
4	17 March	Lasserre & Schutte: Ch. 3	Asia as a Market	Test during lecture
Mid-Semester Break 20—26 March				
5	31 March	Chen: Ch. 4	<i>Guanxi</i> Dynamics and Network Building	
6	7 April	Chen, Ch. 18 & 19	Made-in-China & Its Implications Japanese Distribution Systems	
7	14 April	Chen, Ch. 20 & 21	Managing Joint Ventures in China Chinese and Japanese Negotiating Styles	Written report due on Monday, 14 April
8	21 April		<i>Study Week 21–25 April</i>	
9	28 April	Chen, Ch. 5, 6 & 7	Overseas Chinese Business	
10	5 May	Chen, Ch. 8, 9 & 10	Chinese State Enterprises	
11	12 May	Chen, Ch. 11, 12, 13, 14 & 16	Japanese Management Systems	Oral presentation in tutorials from this week
12	19 May	Chen, Ch. 11, 12, 15 & 16	Korean Management Systems	
13	26 May	Lasserre & Schutte: Ch. 4	Indian Firms Review	
A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm .				