

**BMA774**  
**International Business**  
**Management**

*Semester 1, 2008*

This unit will be offered in:

**Hobart & Launceston**

The lecturing team responsible will be:

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

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## Introduction to the Unit

International business has been gaining in importance in recent decades. Although international business has many similarities with domestic business, there are significant differences between the two. International business includes all business activities that are carried out across national borders. At the international level, a manager must accommodate a 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.

This unit is offered from the perspective of management. A combination of lectures, case studies and class discussions will be used in the teaching in order to expose students to the challenges facing international businesses and their managers. Students enrolled in this unit are required to understand not only major conceptual frameworks and theories of international business, but also to develop practical skills to solve practical issues of international businesses. Extensive reading before and after classes is expected of students.

### 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.

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## Learning Outcomes

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

- Understand major theoretical frameworks and concepts of international business
- Apply international business concepts and theories to analyse practical issues
- Discuss major current events of international significance
- Demonstrate effective communication skills both verbally and in writing

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## 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
- Understanding the mechanism of international trade and foreign direct investment
- Analysing strategies, organisation and control adopted by international businesses
- Understanding key dimensions of cross-cultural management
- Applying knowledge to local settings

### Communication Skills

- Participating with confidence in group discussion of international business issues
- Confidently discussing key international business issues in a group
- Working collaboratively in a team environment

### **Problem-Solving Skills**

- Identifying the opportunities and challenges businesses face in the global marketplace
- Analysing the strategic choices and organisational management of international businesses

### **Global Perspective**

- Understanding the integration and diversification of the world economy and their impacts on international business

### **Social Responsibility**

- Acknowledging differences of social values and ethical approaches across cultures

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## **Texts**

### **Prescribed Text**

Fisher, G., Hughes, R., Griffin, R., & Pustay, M. 2006. *International business: Managing in the Asia Pacific* (3<sup>rd</sup> ed.). NSW: Pearson Education Australia.

### **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*

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## **Recommended Reading**

The publications listed below are highly recommended for further reading on the topics covered in the unit. You can find the location of these publications using the UTas Library Catalogue:

<http://www.utas.edu.au/library/>

### **Books**

Bartlett, C. A., Ghoshal, S., & Birkinshaw, J. 2004. *Transnational management: Text, cases, and readings in cross-border management* (4<sup>th</sup> ed.). Boston: Irwin-McGraw Hill.

Brooks, I., Weatherston, J. & Wilinon, G. 2004. *The international business environment*. Harlow, England: Prentice Hall/Financial Times.

Buckley, P.J. & Casson, M. 1976. *The future of multinational enterprise*. London: Macmillan.

Caves, R.E. 1996. *Multinational enterprise and economic analysis* (2<sup>nd</sup> ed.). Cambridge: Cambridge University Press.

Cullen, J. B. 2002. *Multinational management: A strategic approach*. Australia: South Western-Thomson Learning.

Deresky, H. 2008. *International management: Managing across borders and cultures text and cases*. Upper Saddle River, New Jersey: Pearson-Prentice Hall.

Dunning, J.H. 1993. *Multinational enterprise and the global economy*. Reading, MA: Addison-Wesley.

Hanson, D., Dowling, P., Hitt, M. A. & Ireland, R. D. 2002. *Strategic management: Competitiveness and globalisation* (Pacific Rim ed.). Australia: Thomson.

Hill, C.W.L. 2005. *Global business today* (4<sup>th</sup> ed.). Boston: McGraw-Hill/Irwin.

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

Hymer, S. 1976. *The international operations of national firms: A study of direct foreign investment*. Cambridge: MIT Press.

Mahoney, D., Trigg, M., Griffin, R.W. & Pustay, M.W. 2001. *International business: A managerial perspective* (2<sup>nd</sup> ed.). Frenchs Forest, NSW: Prentice Hall.

Rugman, A.M. & Brewer T.L. 2001. *Oxford handbook of international business*. Oxford: Oxford University Press.

Rugman, A.M. & Hodgetts, R.M. 2003. *International business* (3<sup>rd</sup> ed.). Harlow, England: FT-Prentice Hall.

Wild, J. J., Wild, K. L. & Han, J. C. Y. 2006. *International business: The challenges of globalisation* (3<sup>rd</sup> ed.). New Jersey: Pearson-Prentice Hall.

## **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*

*Labour and Management in Development*

*Management International Review*

*Multinational Business Review*

*Thunderbird International 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.

<http://www.utas.edu.au/library/info/dbase/index.html/>

- ProQuest
- ANZ Reference Centre
- DatAnalysis
- Annual Report Collection
- Austats

Other useful library resources include:

- eReserve: <http://www.utas.edu.au/library/cat/ereserve.html>
- Library Assistance & Training: <http://www.utas.edu.au/library/assist/>
- Library Subject Guide: Company Information <http://www.utas.edu.au/library/info/subj/company.html>
- Library Subject Guide: Management <http://www.utas.edu.au/library/info/subj/management.html>

## Other Useful Websites

- Academy of International Business: <http://aib.msu.edu/>
- Australia and New Zealand International Business Academy: <http://www.anziba.org/index.html>
- 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](http://home.iprimus.com.au/dneath/Site_map.htm)
- Department of Foreign Affairs & Trade: <http://www.dfat.gov.au/>
- Global Edge: <http://globaledge.msu.edu/ibrd/>
- Pacific Economic Cooperation Council: <http://www.pecc.org>
- Paul Krugman Website: <http://www.princeton.edu/~pkrugman/>
- World Factbook (CIA), The: <http://www.odci.gov/cia/publications/factbook/>

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## Unit Structure

### Saturday Workshops

There will be seven three-hour workshops scheduled on Saturdays. These workshops are a compacted style of teaching the conventional weekly lecture/tutorial, with face-to-face contact between students and lecturers usually occurring every two weeks. It is essential that students complete the required reading and study tasks from the unit outline (and/or accompanying unit materials) before the workshop. In this matter, students will be able to keep up with the study schedule and will be prepared to discuss the material during the workshops.

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## 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*
<b>Coursework</b>			
Assignment 1 - Essay Question	20	31 March, 2008	1,000 words
Assignment 2 - Case study	30	28 April, 2008	3,000 words
<b>Examination</b>	50	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.

## 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 into 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 short answer, essay and case study questions.

### *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 or the Postgraduate Academic Adviser in the first instance. The Postgraduate Academic Adviser can provide assistance with academic issues arising from your studies and identify appropriate support for general personal issues. The Postgraduate Academic Adviser is located in Room 320b in the Commerce Building in Hobart and can be contacted by phone on 6226 1939.

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](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.

## 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.

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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:

<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](http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf)

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## **Workshop Outline**

### ***Workshop 1 (Hobart)—1 March, 2008***

Topic 1: Nature and scope of international business

### ***Workshop 2 (Launceston/Hobart)—15 March, 2008***

Topic 2: International trade and investment theories

### ***Workshop 3 (Launceston/Hobart)—5 April, 2008***

Topic 3: International trade and investment policies

### ***Workshop 4 (Hobart)—19 April, 2008***

Topic 4: International monetary system

### ***Workshop 5 (Launceston/Hobart)—3 May, 2008***

Topic 5: Cross-cultural management

### ***Workshop 6 (Hobart)—17 May, 2008***

Topic 6: Strategic management and entry modes

### ***Workshop 7 (Hobart)—31 May, 2008***

Topic 7: Organisation design and control

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## Assignment Topics

### Assignment 1 – Essay Question

*Due Date:* Monday, 31 March 2008

*Length:* 1,000 words maximum

*Value:* 20 marks

Write a short essay to address the following question:

- What is globalisation?
- Why and how is globalisation impacting on international business?
- What might the future hold for international business?

This assignment is designed to develop your competencies in:

- Understanding globalisation and its main drivers
- Conceptualising the significance of globalisation for international business
- Understanding core concepts of the international business environment
- Thinking about the future

## Assignment 2 – Case Study

*Due Date:* Monday, 28 April 2008

*Length:* 3,000 words maximum

*Value:* 30 marks

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

Many companies are looking to other countries and regions for expansion (or presently have overseas operations). Some succeed but many fail in these endeavours. Identify and conduct research on the international operation of an existing company. You may use the theoretical framework covered in Workshop 2 to analyse how the strategy of your chosen company overcomes problems of international operation.

This assignment is designed to develop your competencies in:

- Applying course concepts to cases
- Practical aspects of managing business internationally
- Researching international business issues
- Report writing and presentation skills
- Computer literacy and internet skills
- Teamwork skills

## Marking Sheet for Assignment

### BMA774 International Business Management

Student name:

Overall marks: /

Student ID:

Marker:

	Excellent	Good	Satisfactory	Fair	Poor
Professionalism of writing (title, headings, citation/referencing, page number, presentation)					
Applying theories to practices					
Critical thinking and analysis					
Relevance of info					
Structure and flow of content					

Comments:

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## Study Schedule

Semester 1, 2008

<b>Workshop</b>	<b>Workshop Date</b>	<b>Topic</b>	<b>Text</b>	<b>Due Date</b>
1	1 March	Nature and scope of international business	Ch. 1	Assignment 1 due on Monday, 31 March  Assignment 2 due on Monday, 28 April
2	15 March	International trade and investment theories	Ch. 2	
3	5 April	International trade and investment policies	Ch. 4 & 9	
4	19 April	International monetary system	Ch 3	
5	3 May	Cross-cultural management	Ch 7 & 16	
6	17 May	Strategic management and entry modes	Ch. 10 & 11	
7	31 May	Organisation design and control  Overview	Ch. 12	
Examination Period: 7—24 June 2008				
A Calendar/Study Planner showing dates is available from School of Management website at <a href="http://www.utas.edu.au/mgmt/student.htm">http://www.utas.edu.au/mgmt/student.htm</a> .				