

BMA774
International Business
Management

Semester 2, 2009

This unit will be offered in:

Hobart

The lecturer responsible will be:

Dr Fan Liang (Lecturer-in-Charge)

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

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 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. 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 previous 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.
- Creatively apply international business concepts and theories to practical issues.
- Identify the opportunities and challenges businesses face in the global marketplace.
- 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.
- Understanding 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

- Discussing with confidence international business issues in groups.
- Verbal and written communication skills in the context of international business.

Problem Solving Skills

- Identifying the opportunities and challenges businesses face in the global marketplace.
- Analysing the strategic choices and organisational management of international businesses.
- Thinking critically in applying theories.
- Working both independently and in a team environment.

Global Perspective

- Understanding the implications of the integrated and diversified world economy for businesses.

Social Responsibility

- Acknowledging differences of social values and ethical approaches across cultures.

Texts

Prescribed Text

Fisher, G., Hughes, R., Griffin, R., & Pustay, M. 2006. *International business: Managing in the Asia Pacific* (3rd 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

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 from the list.

Books

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

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

Browaeyes, M-J. & Price, R. 2008. *Understanding cross-cultural management*. Harlow, England: Prentice Hall-Financial Times.

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

Czinkota, M. R., Ronkainen, I. A., Moffett, M. H., Ang, S. H., Shanker, D., Ahmad, A. & Lok, P. 2009. *Fundamentals of international business* (1st Asia-Pacific ed.). Milton OLD: John Wiley & Sons Australia.

Daniels, J. D., Radebaugh, L. H. & Sullivan, D. P. 2009. *International business environments and operations* (12th ed.). New Jersey: Prentice Hall/Pearson Education.

Dowling, P. J., Liesch, P., Gray, S. J. & Hill, C. W. L. 2009, *International business: Asia-Pacific Edition*. Sydney: McGraw Hill.

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

Hanson, D., Dowling, P.J., Hitt, M.A., Ireland, R.D. & Hoskisson, R.E. 2008. *Strategic Management: Competitiveness and Globalisation* (3rd ed.). Victoria: Thomson Learning.

Hill, C. W. L. 2009. *International business: Competing in the global marketplace* (7th ed.). New York: McGraw-Hill.

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

Dowling, P. Festing, M. & Engle, A. D. 2008. *International Human Resource Management: Managing people in a multicultural context* (5th ed.). South Melbourne: Thomson.

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

Verbeke, A. 2009. *International business strategy*. Cambridge: Cambridge University Press.

Wild, J. K., Wild, K. L. & Han, J. C. Y. 2010. *International business: The challenges of globalisation* (5th ed.). Boston: Pearson.

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

Management International Review

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
- 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/>
- World Bank: <http://www.worldbank.org/>
- World Factbook (CIA), The: <http://www.odci.gov/cia/publications/factbook/>

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. Students will be divided into smaller classes 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 prepared to discuss the material in the classes. In addition, students are strongly encouraged to contact the lecturer/tutor through e-mail, MyLO, telephone or in person to discuss problems in their studies.

Past experience shows that extensive reading before and after classes and regular attendance to classes are critical to studies. 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 and self study. 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.

Method of Assessment	Value	Due Date	Length*
Coursework			
Assignment 1 – Cultural Report	20	Monday, 10 August at 2:00 pm	1,500 words
Assignment 2 – Group Report	30	Monday, 21 September at 2:00 pm	3,500 words plus executive summary
Examination	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.

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.

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

Assignment Topics

Assignment 1—Cultural Report

Due Date: Monday, 10 August at 2:00 pm

Length: 1,500 words maximum

Value: 20 marks

Task:

Suppose you were a middle-level manager working for a large multinational company. Your CEO was about to depart next week on a one-month business trip to meet potential joint venture (JV) partners in a foreign country of your choice. The CEO has asked you to prepare a short report introducing the national and business cultures of that country. S/he was very busy but did not want to make any cultural mistakes in the trip. S/he therefore expected a high-quality and concise report from you. You are required to choose a country other than Australia or your home country and prepare a report addressing the key cultural features of that country. It is important for you to suggest the dos and don'ts for foreign businesspersons visiting that country.

Requirements:

- A title and headings should be used for the report
- Narrative form is expected though supplementary bulletin points can be used
- Cited sources must be referenced properly
- Unreliable sources (eg. Wikipedia) are not allowed
- No executive summary is required

Expected learning outcomes:

This assignment is designed to help you to:

- Understand cultural values of countries
- Appreciate the challenges of different cultural values posed to international business
- Develop online research skills
- Gain knowledge of business report writing

Assignment 2—Group Report

Due Date: Monday, 21 September at 2:00 pm

Length: 3,500 words maximum plus half page executive summary

Value: 30 marks

Task:

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

The selection of entry modes is critical to foreign expansion of multinational companies (MNC). 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 specific 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 recommendation should be logically justified by the conditions facing the company. Note that your report is assumed to be adopted by the executives of the company in their decision-making.

Requirements:

- The suggested entry mode must have not been used by the company in that foreign country
- A title, headings, page number and a table of contents should be used
- Cited sources and data must be referenced properly
- 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 business environment facing international businesses
- Suggesting business strategies
- Business report writing skills
- Computer literacy and internet skills
- Teamwork skills

Marking Sheet for Assignment

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Student name:

Overall marks: /

Student ID:

Marker:

	Excellent	Good	Satisfactory	Fair	Poor
Professionalism of writing (title, headings, citation, page number, format & executive summary)					
Applying theories to practices					
Critical thinking and depth of analyses					
Relevance of information					
Structure and flow of contents					

Comments:

Study Schedule

Semester 2, 2009

Week	Start of Week	Text Chapter	Topic	Due Dates
1	13 Jul	Ch. 1	1. Globalisation and international business	
2	20 Jul	Chs. 7 & 8	2. Culture and ethics across countries	
3	27 Jul	Chs. 5 & 11	3. International business environment	
4	3 Aug	Ch. 2	4. International trade & investment theories	
5	10 Aug	Chs. 4 & 9	5. International trade & investment policies	Cultural report – Monday, 10 Aug at 2:00 pm
6	17 Aug	Ch. 10	7. International strategic management	
7	24 Aug		<i>Study Week</i>	
Mid-Semester Break 31 August – 4 September				
8	7 Sep	Ch. 11	8. Entry strategies	
9	14 Sep	Ch. 11	9. Exporting and strategic alliances	
10	21 Sep	Ch. 3	6. International monetary system	Group report – Monday, 21 September at 2:00 pm
11	28 Sep	Ch. 12	10. Organisation design and control	
12	5 Oct	Ch. 16	11. International HRM	
13	12 Oct		12. Case study; Overview	
A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm .				