



BUS 202

International Business Operations

S2 Day 2014

Dept of Marketing and Management

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Disclaimer

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General Information

Unit convenor and teaching staff

Unit Convenor and Lecturer

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E4A 643

Mondays 1400 to 1500 & Fridays 1400 to 1500

Tutor

Brett White

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Contact via Consultation hours

E4B104 Sessional Staff Consultation Room (during consultation hours)

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Tutor

Karen O'Connell-Shea

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Contact via Consultation hours

E4B104 Sessional Staff Consultation Room (during consultation hours)

Mondays 1400 to 1500

Credit points

3

Prerequisites

(30cp including BUS201) or (30cp and admission to BeBus)

Corequisites

Co-badged status

Unit description

This unit introduces students to the key concepts of business operations from an international perspective. Major issues considered include: modes and patterns of international expansion; the management of international strategic cooperation; an emphasis on small to medium size businesses and how they compete on a global level; and the development of new international organisation forms and their implications for management. Structure and strategy are explored from the perspective of their roles as foundations of the organisation, with an emphasis on how all types of businesses have grappled with the operational and organisational challenges of international business.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Understand the principles underlying the international expansion of firms

Comprehend the key features of international business operations on the scale, scope and pace of international business activity

Appreciate the nature of international firms specifically, their strategy, organisation and nationality

Understand the main characteristics of the various foreign market entry strategies available to firms and the principles which govern the selection of these entry strategies

General Assessment Information

Please note that students who have not submitted, or sat for, an assessment task will be awarded a mark of '0' for that task, except for cases in which an application for special consideration is made and approved by the Unit Convenor.

Late submissions of written assessment (ie individual or group work) will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period, or part thereof, that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

Assessment Tasks

Name	Weighting	Due
Test	10%	11am Friday 29th August
Individual Assignment	30%	5pm Thursday 18th September
Group Assignment	20%	5pm Thursday 30th October
Exam	40%	Exam period

Test

Due: **11am Friday 29th August**

Weighting: **10%**

A class test is a time-limited invigilated assessment held in class and designed to assess a student's knowledge, skills or capabilities, requiring students to respond to one or more questions.

A test - covering the topic areas across academic weeks 1-3 - will be held in the Week 4 lecture at 1100 Friday 29th August

Students who do not sit for the test will be awarded a mark of '0', except for cases in which an application for special consideration is made and approved

On successful completion you will be able to:

- Understand the principles underlying the international expansion of firms

Individual Assignment

Due: **5pm Thursday 18th September**

Weighting: **30%**

Students will be required to write a 2000 **essay**. An essay requires the systematic investigation of a topic and the development of a written argument. Essays assess cognitive and research skills. Essays are expected to develop coherent arguments, be founded on thorough research, and provide insight into the topic area.

Further details on the essay will be available on iLearn

Your essay must be submitted to **Turnitin** at www.turnitin.com, and handed in by hardcopy to BESS by 5pm on Thursday 18th September

Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period, or part thereof, that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of 0 for the task, except for cases in which an application for special consideration is made and approved

On successful completion you will be able to:

- Appreciate the nature of international firms specifically, their strategy, organisation and nationality

Group Assignment

Due: **5pm Thursday 30th October**

Weighting: **20%**

You will be required to join a group (comprising three to four students) and develop a 3,500 **case study report**. A case study or report is a written document outlining the results of a detailed analysis of a situation using empirical data and research. Case Studies or Reports are used to assess critical thinking, analytical and research skills.

Further details on the report will be available on iLearn

Your report must be submitted to **Turnitin** at www.turnitin.com and handed in by hardcopy to BESS by 5pm on Thursday 30th October.

Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period, or part thereof, that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of 0 for the task, except for cases in which an application for special consideration is made and approved

On successful completion you will be able to:

- Understand the main characteristics of the various foreign market entry strategies available to firms and the principles which govern the selection of these entry strategies

Exam

Due: **Exam period**

Weighting: **40%**

A compulsory two hour final exam will be set during the exam period at the end of the semester. The examination will be 'closed book'

On successful completion you will be able to:

- Comprehend the key features of international business operations on the scale, scope and pace of international business activity

Delivery and Resources

This unit is taught using lectures and 'applications lectures' (whole-of-class tutorials). The course consists of 39 hours of instruction. Students are expected to read in advance of lectures, and actively participate in applications lectures. It is an expectation that students will attend at least

80% of classes. Students will be expected to attend lectures fully prepared to discuss assigned readings as per the course outline. If you have a recurring problem have the courtesy to discuss this with your lecturer/tutor. The timetable for classes can be found on the University web site at <http://www.timetables.mq.edu.au/>

Your lecturer will advise you of their consultation times and availability during the semester.

Technology Used and Required

Students are required to use information technology in this unit. Students will need to use: Library databases to source materials for the research reports, which are accessed electronically for conducting, research for assignments; Electronic (internet) access to iLearn to download unit learning resources and upload assignments or other materials required for class activities and assignments; Microsoft word and Power point (where applicable) for the research reports and presentations).

Unit Web Page

Course material is available on the learning management system (iLearn). The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MQ/>

Text and Readings

A custom edition has been prepared for this subject entitled - *International Business Operations BUS202: Compiled by Dr. Rob Jack, Macquarie University, Pearson* - **this is available for purchase at the University Bookshop**

Other useful book references (on Reserve in the library)

- Buckley, P, J., (2011) *Globalization and the global factory*, Cheltenham, UK: Edward Elgar
- Cassia, L., (2010) *Global outsourcing strategies: The internationalisation of the electronics industry*, Cheltenham, UK: Edward Elgar
- Daniels, J.D., Radebaugh, L. H., Sullivan, D.P., (2011) *International business: Environments and operations*, 13th ed, Upper Saddle River, NJ: Pearson/Prentice Hall
- Dick, H., & Merrett, D., (2012) *The internationalisation strategies of small-country firms: The Australian experience of globalization*, Cheltenham, UK: Edward Elgar
- Dodgson, M. Gann, D. Salter, A., (2008) *The management of technological innovation: Strategy and practice*, Oxford: Oxford University Press
- Dolfsma, W., Duysters, G., & Costa, I (2009) *Multinationals and emerging economies: The quest for innovation and sustainability*, Cheltenham, UK: Edward Elgar
- Dunning, J. H., Lundan, S., (2008) *Multinational enterprises and the global economy*, Cheltenham, UK: Edward Elgar
- Forsgren, M., (2009) *Theories of the multinational firm: A multidimensional creature in the global economy*, Cheltenham, UK: Edward Elgar

- Gabrielsson, M., & Manek Kirpalani.V.H., (2012) *Handbook of research on born globals*, Cheltenham, UK: Edward Elgar
- Ietto-Gillies, G., (2012) *Transnational corporations and international production: Concepts, theories and effects*, Cheltenham, UK: Edward Elgar
- Jansson, H (2007) *International business marketing in emerging country markets: The third wave of internationalisation of firms*, Cheltenham, UK: Edward Elgar
- Mentzer, J.T., Myers, M. B., Stank, T.P., (2007) *Handbook of global supply chain management*, Thousand Oaks: Sage Publications
- Peng, M. W., (2008) *Global business*, Mason, Ohio: South-Western Cengage Learning
- Verbeke, A., & Merchant, A (2012) *Handbook of research on international strategic management*, Cheltenham, UK: Edward Elgar
- Welch, L.S., Benito, G.R., & Petersen, B (2007) *Foreign operation methods: Theory, analysis, strategy*, Cheltenham, UK: Edward Elgar

Unit Schedule

Date	<u>Lecture topics</u>	Textbook Chapter/s
Week 1	Topic 1 – Introduction (and some revision) International business and the internationalisation of the firm	Chapter 1 & 2
Week 2	Topic 2 – Organisational participants in the internationalisation process Classification of firms and key stake holders in internationalisation	Chapter 3
Week 3	Topic 3 – Global market opportunity assessment Assessing external and internal suitability for internationalisation	Chapter 6
Week 4	The in-class test will take place in this lecture and will be followed by an overview of the individual assignment due in Week 7	
Week 5	Topic 4 – Analysing and classifying markets Emerging markets, developing economies and advanced economies	Chapter 4
Week 6	Topic 5 – The fundamentals of strategy and organisation International strategy development and firm organisation	Chapter 5
Week 7	Topic 6 – Entering foreign markets Global sourcing	Chapter 10

Week 8	Topic 7 – Market entry modes – Part 1 The various modes firms can use to enter overseas markets – Exporting and countertrade	Chapter 7
Week 9	Topic 8 – Market entry modes – Part 2 The various modes firms can use to enter overseas markets – FDI	Chapter 8 & 15
Week 10	Topic 9 – Market entry modes – Part 3 The various modes firms can use to enter overseas markets – Contractual strategies	Chapter 9
Week 11	Topic 10 – International operations management The organisation of international business activities	Chapter 13
Week 12	Topic 11 – The strategic use of human resources in an international context The use of 'human capital' in international markets	Chapter 11 & 14
Week 13	Course revision	

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)

- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

Learning outcome

- Appreciate the nature of international firms specifically, their strategy, organisation and nationality

Assessment tasks

- Individual Assignment
- Group Assignment

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Understand the principles underlying the international expansion of firms
- Comprehend the key features of international business operations on the scale, scope and pace of international business activity
- Appreciate the nature of international firms specifically, their strategy, organisation and nationality
- Understand the main characteristics of the various foreign market entry strategies available to firms and the principles which govern the selection of these entry strategies

Assessment tasks

- Test
- Exam

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Understand the principles underlying the international expansion of firms
- Comprehend the key features of international business operations on the scale, scope and pace of international business activity

Assessment tasks

- Individual Assignment
- Exam

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcome

- Understand the main characteristics of the various foreign market entry strategies available to firms and the principles which govern the selection of these entry strategies

Assessment task

- Group Assignment

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcome

- Understand the principles underlying the international expansion of firms

Changes from Previous Offering

An in-class test replaces a tutorial presentation

Research and Practice

Throughout the semester individual firm-based case studies, undertaken by the Convenor of the Unit, will be incorporated into the key components of the lecture program

Changes since First Published

Date	Description
14/01/2014	The Prerequisites was updated.