



BUS 202

International Business Operations

S3 Day 2016

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor & Lecturer

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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

Collaborate effectively with a team to write a case study report with detailed analysis of a firms situation using empirical data and research

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 Disruption to Study 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 Disruption to Study is made and approved.

Assessment Tasks

Name	Weighting	Due
Individual Essay	30%	Week 3 Tuesday 3 Jan 2017 2pm
Group Report	20%	Week 4 Tuesday 10 Jan 2017 2pm
Final Exam	50%	Exam Period

Individual Essay

Due: **Week 3 Tuesday 3 Jan 2017 2pm**

Weighting: **30%**

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. Details about the essay will be posted on iLearn.

In undertaking this assignment students' need to:

- Research the topic in an in-depth manner
- Provide a critical perspective of the literature on a topic
- Construct a sustained argument in response to the question/statement using concepts, theories and models relevant to BUS202.

Your essay should incorporate at least 15 different references.

These should be sourced from the following:

- Academic articles
- Relevant books (**but not including your allocated textbook**)
- Periodicals (i.e. The Economist etc.)

The 15 references should be evenly balanced between these three resource options.

Examples of all of these reference options are detailed on iLearn.

Students are expected to maintain an appropriate standard in presenting their essay.

Remember to acknowledge your sources throughout the paper using the Harvard referencing system. The report is to be typed and 1.5 spaced (a standard 12 point font should be used). Students are expected to maintain an appropriate standard in presenting their essay. It should be checked for spelling, consistency and clarity of expression. The assessment sheet for the essay will be available on iLearn. Your essay must be submitted to **Turnitin** at www.turnitin.com by the due date.

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 Disruption to Study is made and approved. No extensions will be granted after solutions have been posted.

This Assessment Task relates to the following Learning Outcomes:

- Understand the principles underlying the international expansion of firms

On successful completion you will be able to:

- Understand the principles underlying the international expansion of firms
- 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

Group Report

Due: **Week 4 Tuesday 10 Jan 2017 2pm**

Weighting: **20%**

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.

As this is a group exercise all members of the group are expected to contribute actively and substantially. While it is understood that some members of the group may have different input in the research and the written component the group will be required to acknowledge that all group members have given quality time to the project. Half of the marks (10 marks) will be given based on the overall report. The other half of the marks (10 marks) will be given based on individual contribution.

It is expected that each report will highlight each group members contribution. Details about the Group Report will be posted on iLearn. While writing your report, you should incorporate relevant theories and concepts to justify your arguments. **These must be relevant to BUS202 and not adapted or 'cloned' from other units.** Remember to acknowledge your sources throughout the paper using the Harvard referencing system. The report is to be typed and 1.5 spaced (a standard 12 point font should be used). It should be checked for spelling, consistency and clarity of expression.

Your report should incorporate at least 30 different references.

These can be sourced from the following:

- Academic articles
- Relevant books
- Periodicals

- Relevant company sources

The 30 references need to be evenly balanced between these four resource options. The assessment sheet for the report will be available on iLearn. Your report must be submitted to **Turnitin** at www.turnitin.com by the due date.

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 Disruption to Study is made and approved. No extensions will be granted after solutions have been posted.

This Assessment Task relates to the following Learning Outcomes:

- 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
- Collaborate effectively with a team to write a case study report with detailed analysis of a firms situation using empirical data and research.

On successful completion 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
- Collaborate effectively with a team to write a case study report with detailed analysis of a firms situation using empirical data and research

Final Exam

Due: **Exam Period**

Weighting: **50%**

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

This Assessment Task relates to the following Learning Outcomes:

- 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

On successful completion 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

Delivery and Resources

This unit is taught using lectures and 'applications lectures' (whole-of-class tutorials). The course consists of 36 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, please 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 Powerpoint (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	Lecture topics	Core readings
Week 1	Topic 1 – Introduction (and some revision) International business and internationalisation of the firm	Chapter 1 & 2 Additional readings will be provided
Week 1	Topic 2 – Organisational participants in the internationalisation process Classification of firms (MNEs; SMEs; Born Globals; EMMNEs) and key stake holders in internationalisation	Chapter 3 Additional readings will be provided

Week 1	Topic 3 – Global market opportunity assessment Assessing external and internal suitability for internationalisation	Chapter 6 Additional readings will be provided
Week 2	Topic 4 – Analysing and classifying markets Emerging markets, developing economies and advanced economies	Chapter 4 Additional readings will be provided
Week 2	Topic 5 – The fundamentals of strategy and organisation International strategy development and firm organisation	Chapter 5 Additional readings will be provided
Week 2	Topic 6 – Entering foreign markets – Part 1 The various modes firms can use to enter overseas markets – Exporting and countertrade	Chapter 7 Additional readings will be provided
Week 3	Topic 7 – Entering foreign markets – Part 2 The various modes firms can use to enter overseas markets – FDI & Global Sourcing	Chapter 8 & 10 Additional readings will be provided
Week 3	Topic 8 – Entering foreign markets – Part 3 The various modes firms can use to enter overseas markets – Contractual strategies	Chapter 9 Additional readings will be provided
Week 3	Topic 9 – Entering foreign markets – Part 4 The various modes firms can use to enter overseas markets – Strategic Alliances	Chapter 12 Additional readings will be provided
Week 4	Topic 10 – International operations management The organisation of international business activities	Chapter 13 Additional readings will be provided
Week 4	Topic 11 – The strategic use of human resources in an international context The use of 'human capital' in international markets	Chapter 11 & 14 Additional readings will be provided
Week 4	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

New Assessment Policy in effect from Session 2 2016 <http://mq.edu.au/policy/docs/assessm>

[ent/policy_2016.html](#). For more information visit http://students.mq.edu.au/events/2016/07/19/new_assessment_policy_in_place_from_session_2/

Assessment Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/grading/policy.html>

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

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.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/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au.

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://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources 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

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

Assessment task

- Group Report

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
- 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

- Individual Essay
- Final 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 main characteristics of the various foreign market entry strategies available to firms and the principles which govern the selection of these entry strategies
- Collaborate effectively with a team to write a case study report with detailed analysis of a firms situation using empirical data and research

Assessment tasks

- Individual Essay
- Group Report
- Final 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 outcomes

- 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

- Individual Essay
- Group Report

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Assessment task

- Group Report