



# BUS 202

## International Business Operations

S2 Day 2017

*Dept of Marketing and Management*

### Contents

---

<a href="#"><u>General Information</u></a>	2
<a href="#"><u>Learning Outcomes</u></a>	3
<a href="#"><u>General Assessment Information</u></a>	3
<a href="#"><u>Assessment Tasks</u></a>	4
<a href="#"><u>Delivery and Resources</u></a>	6
<a href="#"><u>Unit Schedule</u></a>	8
<a href="#"><u>Policies and Procedures</u></a>	9
<a href="#"><u>Graduate Capabilities</u></a>	10
<a href="#"><u>Changes from Previous Offering</u></a>	12
<a href="#"><u>Changes since First Published</u></a>	12

---

#### **Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

## General Information

Unit convenor and teaching staff

Unit Convenor and Lecturer

Murray Taylor

[murray.taylor@mq.edu.au](mailto:murray.taylor@mq.edu.au)

Contact via 02 98504883 OR ext 4883

Building E4A 512

Mondays 3-4pm and after each lecture

Tutor

Brett White

[brett.white@mq.edu.au](mailto:brett.white@mq.edu.au)

Contact via Via Consultation hours & email

Outlined in tutorials

Tutor

Monica Rouvellas

[monica.rouvellas@mq.edu.au](mailto:monica.rouvellas@mq.edu.au)

Contact via Via Consultation hours & email

Outlined in tutorials

Tutor

Douglas Howe

[douglas.howe@mq.edu.au](mailto:douglas.howe@mq.edu.au)

Contact via Via consultation hours & email

Outlined in tutorials

Tutor

Muhammad Aftab Alam

[m.alam@mq.edu.au](mailto:m.alam@mq.edu.au)

Contact via Via consultation hours & email

Outlined in tutorials

Credit points

3

Prerequisites

(24cp at 100 level or above) including BUS201

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	Hurdle	Due
<a href="#">Individual Assignment</a>	30%	No	Monday Week 7 4pm
<a href="#">Group Assignment</a>	20%	No	Monday Week 10 4pm
<a href="#">Exam</a>	50%	No	Exam period

### Individual Assignment

Due: **Monday Week 7 4pm**

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 (ie 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](http://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.**

On successful completion you will be able to:

- Understand the principles underlying the international expansion of firms

## Group Assignment

Due: **Monday Week 10 4pm**

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 essay 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](http://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.**

On successful completion you will be able to:

- 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

## 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'

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

## 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 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>

**Requirements to complete this unit satisfactorily.** Successful completion of this unit is conditional on achieving a minimum of 50% of the total assessments. Students are expected to complete all assessment tasks for this Unit.

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*, 13<sup>th</sup> 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	<b>Introduction (and some revision)</b> International business and internationalisation of the firm	Chapter 1 & 2 Additional readings will be provided
Week 2	<b>Organisational participants in the internationalisation process</b> Classification of firms (MNEs; SMEs; Born Globals; EMMNEs) and key stakeholders in internationalisation	Chapter 3 Additional readings will be provided
Week 3	<b>Analysing and classifying markets</b> Emerging markets, developing economies and advanced economies	Chapter 4 Additional readings will be provided
Week 4	<b>Global market opportunity assessment</b> Assessing external and internal suitability for internationalisation	Chapter 6 Additional readings will be provided
Week 5	<b>Initial International Operations – Part 1</b> The various modes firms can use to enter overseas markets – Exporting and countertrade	Chapter 7 Additional readings will be provided
Week 6	<b>Initial International Operations – Part 2</b> The various modes firms can use to enter overseas markets – FDI & Global Sourcing	Chapter 8 & 10 Additional readings will be provided
Week 7	<b>Initial International Operations – Part 3</b> The various modes firms can use to enter overseas markets – Contractual strategies and strategic alliances	Chapter 9 & 13 Additional readings will be provided
	<b>No classes – Mid-semester break</b>	

Week 8	Reading week – See iLearn for details - No classes this week	
Week 9	<b>International operations management</b> The organisation of international business activities	Chapter 13 Additional readings will be provided
Week 10	<b>The strategic use of human resources in an international context</b> The use of 'human capital' in international markets	Chapter 11 & 14 Additional readings will be provided
Week 11	<b>International Marketing Operations</b> The use of 'marketing' in international markets	See iLearn for chapter Additional readings will be provided
Week 12	<b>International Finance Operations</b> The use of global finance management across international markets	See iLearn for chapter Additional readings will be provided
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](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy [http://mq.edu.au/policy/docs/assessment/policy\\_2016.html](http://mq.edu.au/policy/docs/assessment/policy_2016.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](http://www.mq.edu.au/policy/docs/complaint_management/procedure.html)

Disruption to Studies Policy (in effect until Dec 4th, 2017): [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

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/](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](http://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](http://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/](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 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 outcome

- Understand the principles underlying the international expansion of firms

## 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 outcome

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

## Assessment task

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

## Assessment task

- Individual Assignment

## Changes from Previous Offering

No major changes in the balance of the assessment tasks - some changes to the lecture content and sequence

## Changes since First Published

Date	Description
28/07/ 2017	One of the tutor's email addresses was incorrect. This has been rectified. No other changes were made.