



# BUS 202

## International Business Operations

S2 Day 2018

*Archive (Pre-2019) - Dept of Marketing and Management*

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## General Information

Unit convenor and teaching staff

Unit Coordinator

Dr Douglas Howe

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

Room 222, 4 Eastern Road

Thursday 1-2pm or time as agreed

Rebecca Young

[rebecca.young@mq.edu.au](mailto:rebecca.young@mq.edu.au)

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 Special Consideration is made and approved by the Unit Convenor.

Late submissions of written assessment (i.e. individual or group work) will be accepted up to 72 hours after the submission deadline. There will be a deduction of 20% 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 – 40% penalty).

This penalty does not apply for cases in which an application for Special Consideration is made and approved.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#"><u>Individual Assignment</u></a>	20%	No	Random
<a href="#"><u>Group Report</u></a>	30%	No	Week 9 (10th October 2018)
<a href="#"><u>Final Examination</u></a>	50%	No	Examination Period

### Individual Assignment

Due: **Random**

Weighting: **20%**

**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.

**Submission:** A hard copy must be submitted to your tutor in class at the time of your tutorial for each week of assessment. **Extension:** No extensions for this assessment task will be granted except for cases in which an application for Special Consideration is made and approved. **Penalties:** No extensions will be granted. There will be a deduction of 20% 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 – 40% penalty). This penalty

does not apply for cases in which an application for Special Consideration is made and approved. No submission will be accepted after solutions have been posted.

What is required to complete the assessment satisfactorily: **The assessment is made up of two weeks of tutorial work each of which is worth 10% of the final grade. These assessments are worth a total of 20% of your final grade.** The format for these assessments will be a short essay. Over the semester, 2 random weeks of coursework will be collected. Each of the two assessed weeks will account for 10% of your total grade, totalling 20% overall. Students should be aware that some coursework details will be made available during lectures in the prior week. It is expected that each student is prepared for and attends the tutorial. **The two selected weeks of assessment will be chosen at random.**

In the case of a student missing a tutorial they may apply for Special Consideration.

**Please see the Assessment Guide for more information regarding this assignment**

On successful completion you will be able to:

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- 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 9 (10th October 2018)**

Weighting: **30%**

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 (15 marks) will be given based on the overall report. The other half of the marks (15 marks) will be given based on individual contribution. It is expected that each report will highlight each group members contribution.

Details about the 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](http://www.turnitin.com) by the due date. A printed copy is NOT required.

**There will be a deduction of 20% 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– 40% penalty). This penalty does not apply 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
- 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 Examination

Due: **Examination Period**

Weighting: **50%**

Final Examination

The final exam will be set during the exam period. The format of the final exam will be outlined in the final weeks of the course. You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam> The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on Special Consideration process is available at: <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

The actual process is available at: <https://students.mq.edu.au/study/my-study-program/special-consideration>

If a Supplementary Examination is granted as a result of the unavoidable disruption process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may indicate when the Faculties' Supplementary Exams are normally scheduled.) The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: <http://www.mq.edu.au/policy/docs/examination/policy.html>

On successful completion you will be able to:

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## **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 his 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	Lecture	Core readings
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<b>Week 1</b>	<b>Introduction (and some revision)</b> International business and internationalisation of the firm	Chapter 1 & 2 Additional readings will be provided
<b>Week 2</b>	<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
<b>Week 3</b>	<b>The fundamentals of strategy and organisation</b> International strategy development and firm organisation	Chapter 5 Additional readings will be provided
<b>Week 4</b>	<b>International operations management</b> The organisation of international business activities	Chapter 13 Additional readings will be provided
<b>Week 5</b>	<b>Global market opportunity assessment</b> Assessing external and internal suitability for internationalisation	Chapter 6 Additional readings will be provided
<b>Week 6</b>	<b>Analysing and classifying markets</b> Emerging markets, developing economies and advanced economies	Chapter 4 Additional readings will be provided
<b>Week 7</b>	<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
	<b>Mid Semester Break</b>	
<b>Week 8</b>	<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
<b>Week 9</b>	<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>GROUP REPORT DUE</b>



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 Readings.
Week 13	<b>Course Revision</b>	

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway \(https://students.mq.edu.au/support/study/student-policy-gateway\)](https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/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 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**

- Group Report
- Final Examination

## **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**

- Individual Assignment
- Group Report
- Final Examination

## **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
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- 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
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## Assessment tasks

- Individual Assignment
- Group Report
- Final Examination

## 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

- Understand the principles underlying the international expansion of firms
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- 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

- Group Report

## Changes from Previous Offering

There are no changes from S3 2017.