Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

BUS 202 is a 3 credit point unit

This unit will introduce students to concepts of organisational management from an international perspective. It discusses the requirements of managing in an ever changing global environment and the management principles required to develop a successful and sustainable international organisation. Structure, strategy and communication 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.

Major issues considered include, an emphasis on small to medium size businesses and how they compete on a global level, ethics and social responsibility, issues of technology and knowledge and how organisations use information to support global operations and deliver competitive advantage, the development of new international organisation forms and their implications for management, modes and patterns of international expansion and the management of international strategic cooperation

TEACHING STAFF

<table>
<thead>
<tr>
<th>NAME</th>
<th>ROLE</th>
<th>ROOM NO.</th>
<th>EXT.</th>
<th>EMAIL ADDRESS</th>
<th>CONSULTING TIMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Robert Jack</td>
<td>Lecturer</td>
<td>E4A 643</td>
<td>8463</td>
<td><a href="mailto:rob.jack@mq.edu.au">rob.jack@mq.edu.au</a></td>
<td>Mon 1000-1100</td>
</tr>
<tr>
<td>Mr. Murray Taylor</td>
<td>Tutor</td>
<td>TBC</td>
<td>TBC</td>
<td><a href="mailto:murray.r.taylor@gmail.com">murray.r.taylor@gmail.com</a></td>
<td>Mon 1100-1200</td>
</tr>
</tbody>
</table>

CLASSES

<table>
<thead>
<tr>
<th>LECTURE TIMES</th>
<th>LECTURE ROOM</th>
<th>TUTORIALS</th>
<th>TUTORIAL ROOMS</th>
</tr>
</thead>
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<tr>
<td>1200-1400</td>
<td>E7B T2</td>
<td>0900-1000</td>
<td>W5A 105</td>
</tr>
<tr>
<td>1600-1800</td>
<td>E7B T5</td>
<td>1000-1100</td>
<td>W5A 105</td>
</tr>
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<td></td>
<td></td>
<td>1100-1200</td>
<td>W5A 103</td>
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<td></td>
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<td>1500-1600</td>
<td>C5A 232</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1800-1900</td>
<td>E7B 164</td>
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</table>
The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/

**REQUIRED TEXT**


Other references – TEXTBOOKS


**Other references - ACADEMIC JOURNALS**

There is a range of journals in the fields of international business and management. The titles below are indicative only of such publications. **Most are available on the library databases:**

- Academy of Management Executive
- Academy of Management Review
- Asia Pacific Business Review
- Asia Pacific Journal of Management
- Cross Cultural Management
- International Business Review
- *International Journal of Human Resource Management*
- Journal of International Business Studies
- Journal of International Management
- Journal of Management Development
- Journal of Strategic Marketing
- Journal of World Business
- Management International Review
- Marketing International Review
- Sloan Management Review
- *Thunderbird International Business Review*

**Other references - PERIODICALS**

There is a range of periodicals in the fields of international business and management. The titles below are indicative only of such publications:

- *The Asian Wall Street Journal*
- Business Week
- The Economist
- *Far Eastern Economic Review*
- Fortune
- Harvard Business Review

**UNIT WEB PAGE**

Course materials will be available on Blackboard. [http://learn.mq.edu.au](http://learn.mq.edu.au)
LEARNING OBJECTIVES AND OUTCOMES

This unit will provide the theoretical foundation for the BIB Degree. Subsequent 300-level BUS course units will allow further in-depth study of many of the topics introduced here. Group work will allow students to interact positively, and presentations will further the development of essential business communication skills.

After completing the module the student should be able to:

1. Critically evaluate the importance of resources to develop a sustainable competitive advantage for the international organisation

2. Explain how the management of human, information, cultural, process, technological and knowledge-based resources may lead to sustainable competitive advantage for the international organisation

3. Appreciate challenges associated with managing resources in the international organisation

4. Critically explore the role of leaders and managers, in particular their role bringing about change, within international organisations

5. Apply and reflect on group work theory, working as part of a (multicultural/diverse) team to deliver a group presentation to a client organisation

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students’ generic skills in a range of areas. One of the aims of this unit is that students develop skills in the following:

- working in teams
- creative thinking skills
- communication skills

TEACHING AND LEARNING STRATEGY

This unit is taught using lectures and “applications lectures” (whole-of-class tutorials). 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. Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your tutor. Students are expected to be quiet during lectures unless, of course, class participation is required. Mobiles should be turned off during classes; not simply set to “silent”.

4
## LECTURE PROGRAM

**BUS202: SUBJECT DETAILS AND KEY DATES, SEMESTER 2, 2009**

<table>
<thead>
<tr>
<th>Date</th>
<th>Lecture topics</th>
<th>Tutorial activities</th>
</tr>
</thead>
</table>
| Week 1 | **Topic 1 – Introduction**  
Explanation of unit outline & course expectations  
*Readings: Kelly, Chapter One* | No tutorials this week |
| **Part 1 – Planning for international business activity** | | |
| Week 2 | **Topic 2 – Analysing the global macro and micro environment**  
*Readings: Kelly, Chapter Two* | Forming of groups, overview of assessment, case allocation |
| Week 3 | **Topic 3 – An outline of global strategy**  
*Readings: Kelly, Chapter Three* | Case 1  
Business ideas - Streetcar |
| Week 4 | **Topic 4 – Corporate and social responsibility**  
*Readings: Kelly, Chapter Four* | Case 2  
Business model: John Kearon of BrainJuicer |
| Week 5 | **Topic 5 – Managing change in international business**  
*Readings: Kelly, Chapter Five* | Case 3  
CSR - energy with a large carbon footprint |
| Week 6 | **Topic 6 – Leadership and management in a international context**  
*Readings: Kelly, Chapter Six* | Case 4  
Making Telstra nimble |
| **Part 2 – Managing the resources of the firm** | | |
| Week 7 | **Topic 7 – Managing HR on a global scale**  
*Readings: Kelly, Chapter Seven* | Mid-semester test |
| Week 8 | Public holiday – no lectures | No tutorials |
| Week 9 | **Topic 8 – The design and structure of the international firm**  
*Readings: Kelly, Chapter Nine* | Case 5  
Globetrotting - GlaxoSmithKline |
| Week 10 | **Topic 9 – Managing knowledge resources**  
*Readings: Kelly, Chapter Twelve* | Case 6  
Designing the global organisation - Cognizant |
| **Part 3 – Managing international business activity** | | |
| Week 11 | **Topic 10 – International operations management**  
*Readings: Kelly, Chapter Fifteen* | Case 7  
Being successful in the global economy  
Group report due |
| Week 12 | **Topic 11 – International marketing and promotion**  
*Readings: Kelly, Chapter Sixteen* | Case 8  
India’s design boom: the rise and rise of Indian design |
| Week 13 | **Topic 13 - Course revision and exam preparation** | Case 9  
Finally here: your own personal jetpack |
**RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**

Knowledge and understanding of the subject matter is assessed using a mixture of presentation, group discussion, written submission, and relevant exam questions. The ability to work collaboratively and creatively to build a presentation of a group view is seen as a valid demonstration of commitment to mastering the subject matter.

**ASSESSMENT**

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Individual/ Group Task</th>
<th>Related Learning Outcome</th>
<th>Weight</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-semester test</td>
<td>Individual</td>
<td>Outcomes 1&amp;2</td>
<td>20%</td>
<td>Week 7</td>
</tr>
<tr>
<td>Presentation</td>
<td>Group</td>
<td>Outcomes 1-5</td>
<td>10%</td>
<td>Weeks 3-12</td>
</tr>
<tr>
<td>Group report</td>
<td>Group</td>
<td>Outcomes 1, 2 &amp; 3</td>
<td>20%</td>
<td>Week 11</td>
</tr>
<tr>
<td>Final exam</td>
<td>Individual</td>
<td>Outcomes 3, 4 &amp; 5</td>
<td>50%</td>
<td>To be held in the allocated exam period</td>
</tr>
</tbody>
</table>

**Assessment Components - MID SEMESTER TEST**

The MID SEMESTER TEST is worth 20% of your final grade

A compulsory closed book mid semester test will take place in Week 7 (in your allocated tutorial) and will cover the lecture material and relevant readings from Topics 1-5:

- Topic 1 – Introductory concepts
- Topic 2 – Analysing the global macro and micro environment
- Topic 3 – An outline of global strategy
- Topic 4 – Corporate and social responsibility
- Topic 5 – Managing change in international business

The format of the test will be essay based and will consist of 5 questions.

**Assessment Components - PRESENTATION**

The PRESENTATION is worth 10% of your final grade

Group class presentations are an established component of assessment for students in this subject. Presentations will start in **Week Three** and will be based on the relevant cases allocated for discussion for each tutorial (refer to the lecture program on p. 5). You will be required to join a group (comprising four students) and choose a date in which you will present your topic.

The material, video links and questions for all allocated cases are loaded onto Blackboard.
You are expected to deliver the presentation in a time of no more than 10 minutes. Your presentation will be assessed as a group activity and will be based on the marking criteria attached to the unit guide.

Students are reminded that simply reading the presentation to the class is not acceptable

**Assessment Components - GROUP REPORT**

**The REPORT is worth 20% of your final grade**

You will be required to join a group (of no more than four students) and develop a 4000 word written REPORT on the topic detailed below:

**Select an organisation from one of the following industries:**
- Airline (e.g. British Airways, MAS (Malaysian Airline System), Qantas, etc.)
- Automobile (e.g. Honda, Hyundai, Holden, etc.)
- Eateries (e.g. Starbucks, KFC, Hungry Jack’s, etc.)

**Develop and write a case study report that consists of:**
- Brief background and history of the organisation’s international business
  - Include here an overview of the planning of its international activities
- Recent development of the organisation’s international business
  - Include here an overview of the management of its international activities
- Three (3) issues of the organisation’s internationalisation process
  - These issues must address relevant topics covered during the semester
- Outline of a strategy for the future of the organisation

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 provide more input in the research area whereas others may do more of the actual written work, the group will be required to acknowledge that all group members have given quality time to the project.

While writing your report, you should incorporate relevant theories and concepts to justify your arguments. 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 textbooks
• Periodicals
• Newspapers
• Relevant online sources

The 30 references need to be evenly balanced between these five resource options. Examples of all of these reference options are detailed on pp. 2-3 of this guide.

Assessment Components - FINAL EXAM

The FINAL EXAM is worth 50% of your final grade

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”. The format of the final exam will be advised in the latter part of the semester.

The University examination period in Semester Two is from 18/11/2009 to 4/12/2009

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. Information about unavoidable disruption and the special consideration process is available: http://www.reg.mq.edu.au/Forms/APSCon.pdf

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, which is the final day of the official examination period.

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, which is the final day of the official examination period.
**PLAGIARISM**

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: [http://www.student.mq.edu.au/plagiarism](http://www.student.mq.edu.au/plagiarism)

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

**STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at [http://www.student.mq.edu.au](http://www.student.mq.edu.au)
Group Activity, Semester 2, 2009

Presentation: Marking and Feedback Summary Sheet

Group members:

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<th>Criteria</th>
<th>Very Poor</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Excellent</th>
<th>Specific Comments</th>
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<tbody>
<tr>
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<tr>
<td>quality of visual aides</td>
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<tr>
<td>professional manner</td>
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<tr>
<td>professional conduct</td>
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<tr>
<td><strong>Presentation Style</strong>*</td>
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<tr>
<td>confidence</td>
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<td>maintains eye contact</td>
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<td>pace / time management</td>
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<td>clarity of speech</td>
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<td>use of pitch, tone, inflection</td>
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<tr>
<td>ability to generate excitement</td>
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<tr>
<td><strong>Presentation Content</strong></td>
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<td>clear purpose</td>
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<tr>
<td>thorough analysis of the topic</td>
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<tr>
<td>relevant and informative</td>
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<td>evidence of wider reading</td>
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<td>effective summary</td>
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</tbody>
</table>

* Students are reminded that **reading** the presentation to the class is **not acceptable**

**Overall Comments:**

Grade: _____

Tutors Signature: _____________________________  Date:  /  /2009
# Group Assignment, Semester 2, 2009

**Report: Marking and Feedback Summary Sheet**

Students: _____________________________________________

<table>
<thead>
<tr>
<th>Section</th>
<th>Grade</th>
<th>Comments</th>
</tr>
</thead>
</table>
| 1       | Executive summary  
A brief summary covering your entire report focusing on major problems/issues, recommended solutions and their implementation. List any assumptions made. | 10% |
| 2       | Recent development of the organisation’s international business  
This overview should be logically linked to the issues you will address in the next two sections | 30% |
| 3       | Three (3) issues of the organisation’s internationalisation process  
Provide a comprehensive overview of each issue and link to relevant theory and conceptual models | 30% |
| 4       | Outline of a strategy for the future of the organisation  
This section needs to be realistically developed from your previous analysis | 20% |
| 5       | Presentation/Referencing etc  
Use the Harvard referencing system. Show a range of relevant references, including academic journal articles and books. Ensure your reference list only includes those references acknowledged within the body of your essay. Ensure that the report contains correct spelling, grammar, and is well presented. | 10% |

**Total Grade**