Unit Code: BUS302
International Business Policy

Semester 2, 2009

Department of Business
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

The purpose of this course is to introduce students to the critical business policy issues that current changes in the international business environment raise for businesses competing in global markets and to provide insights on the practices and policies used by businesses competing globally. By examining cases of real firms, the course will introduce students to a range of tools and frameworks for analysing such issues and at the same time provide an overview of key issues in international business policy today.

TEACHING STAFF

• Convenor: A/Prof. Stephen Chen, office E4A 639, tel. 02-9850-8459, email Stephen.chen@mq.edu.au, consultation times: Monday and Tuesday 10.00 am-11.30 am and other times by appointment

• Other Staff: Mr. Ron Innis, email roninnis45@gmail.com, mobile 0425157538, consultation times: Monday and Tuesday 10.00 am-11.00 am

CLASSES

• Number and length of classes: 1 x 1 hour lecture, 1 x 1 hour tutorial, 1 X 1 hour practical group work
• The times and rooms for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
• Changing classes will only be permitted in exceptional circumstances with the prior permission of the course convenor and will not be allowed in any case after week 3.
• Students are expected to attend all classes and participate in all discussions and group work unless there is a good reason why they cannot
do so. Repeated failure to attend class may result in deduction of marks and failure of the unit.

REQUIRED TEXT


UNIT WEB PAGE

- There is no web page for this unit. Students enrolled in the course will be able to access additional information and materials on Blackboard. Please note that use of Blackboard is an integral part of the course and will be the primary means of communication between lecturers and students on the course. Students are required to check Blackboard regularly for updates and announcements as well as supplementary course materials, and at least once a week. FAILURE TO CHECK BLACKBOARD WILL NOT BE ACCEPTED AS AN EXCUSE FOR FAILURE TO COMPLETE ASSIGNED WORK.

LEARNING OBJECTIVES AND OUTCOMES

- The learning objectives of this unit are to introduce students to the critical international business policy issues facing businesses today, the tools and techniques used to analyse such issues in businesses and the strategies and policies adopted by managers to deal with such issues.
- The learning outcomes of this unit are that students will be able to identify key strategic issues facing an international business, apply relevant tools and techniques to analyse the problem, draw appropriate conclusions and, if required, make suggestions for improvement.
- In addition students will develop generic skills in critical analysis, problem-solving, creative thinking and communication.

TEACHING AND LEARNING STRATEGY

- The teaching methods in this course will comprise a mix of lectures, tutorials and a group project.
- Lectures: The aim of the lectures is to provide an overview of the key points and to clarify the assigned readings in the textbook. Please note that this course emphasises the application of international business policy theories to practical business situations and in order to pass it will not be sufficient to merely attend class and memorise the lecture notes. They are not a substitute for reading of the textbook and participating in the tutorials and the group project.
- Tutorials: These sessions are meant to complement the lectures and allow students to practise applying the theories and concepts covered in the lectures to a real case. The tutorial will take the form of a seminar in which students present their views of the case study under the leadership of the tutor. Some guidelines for class discussion are listed in appendix 2. Further information on case preparation and organisation of the sessions may be provided by the tutor.
Students are expected to prepare all the cases and to participate fully in discussions, even if not submitting a written assignment that week.

- Group project: The third component of teaching in the course is a group project in which students will work in a group to examine competitive strategies of leading firms in a global industry. This is a practical exercise, the aim of which is to show students what it is like to conduct a strategic analysis for a real industry and company, including identifying data sources, collecting, analysing and interpreting multiple data on industries and firms including databases on international trade and tariffs, market research reports and company annual reports.

- An outline of the lecture topics, required readings and case studies for each week is provided in appendix 1.

### RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

#### ASSESSED ASSIGNMENTS

**Case studies (25% of total course mark)**

Commencing in week 3 students will be required to submit a written analysis of at least 5 out of 8 assessed case studies in answer to questions on the case (posted on Blackboard). It is not required, but if students so wish they can submit more than 5 written case analyses, in which case the top 5 marks will be counted towards the course mark.

The maximum word limit for each assignment is 750 words. A penalty of 1% of the total available assignment marks will be deducted for every percent that the assignment exceeds the word limit e.g. 10% if the assignment exceeds the limit by 75 words. Assignments that greatly exceed the word limit will not be marked. Bullet points can be used to reduce the number of words if so desired. Due dates for each case study are shown in the course schedule at the end of this outline. **Students are required to check assignments for plagiarism and submit all assignments using Turnitin. The deadline for all case study assignments is 23:59 hours on the day before your class. However, you should allow at least 3 hours as sometimes the system is slow.** A hardcopy of the Turnitin ‘Similarity Report’ must be handed in with a hardcopy of your assignment to your tutor at the beginning of the tutorial.

Some advice on preparing the case study assignments and discussions is given in appendix 2 of this outline. Feedback will be provided in the form of written comments on the assignment in the following week. Any queries regarding comments should be made to the tutor in charge of the case study session. Each case study will be worth 5% of the total course mark.
Group Project (35% of total course mark)

Commencing in week 2 the class will be divided into groups consisting of 4-5 members for the group project. This will be assessed as follows:

- Midterm Report (10%) and Presentation (5%)
- Group Report (10%) and Presentation (5%)

Each group will be required to prepare a 5,000 word report and a 10 minute presentation in weeks 7 and 15. Details will be provided in class and on Blackboard. Students will be asked to take on the role of a consultancy team which has been asked to prepare a report on an industry and companies for a real client and reports and presentations will be assessed as if they are submissions to a client in real life.

Students will be assessed on their understanding of the international business policy issues; care, originality and initiative in the collection, analysis and interpretation of data; and strength of the arguments supporting the conclusions and recommendations. While advice will be available, students are expected to show a high degree of initiative and independent thinking in the project. This is not a teacher-led class exercise in which there is a right or wrong answer to every question and neatly prepared data on every issue, just as is the case in real life business policy analysis. The purpose is to learn how to deal with such ambiguous business issues and practical problems such as locating relevant information and interpreting conflicting or missing data.

- Individual contribution to group project (5%)

In addition, each student will be assessed by other members of the group. Peer assessment criteria are shown in appendix 4.

Final Examination (40% of total course mark)

Date: Examination Period
Length: 3 hours

The final examination will consist of three essay questions to test knowledge and understanding of theories and concepts covered in the course. The examination will be a closed book examination.

N.B. REQUIREMENTS TO PASS THE COURSE

In order to pass the course a minimum of 40% is required in each of the above components (case study assignments, group work and examination) as well as a minimum of 50% overall.

Assessment policies

- General criteria for marking assessments on this course are shown in appendix 3 of this outline.
• While there is no separate mark for attendance, **students are expected to attend all sessions unless excused, and at least 80% of sessions. Repeated failure to attend class may result in deduction of marks and failure of the unit.**

• It is expected that all group members will contribute equally to group assignments and presentations. **Marks may be deducted for failure to participate fully in group work.**

• Where outside sources of information have been used, full references should be provided in the assignment, including date, volume, page numbers of any journal articles, books or book chapters and URLs of any websites e.g.

• **Book:**

• **Journal article:**

• **Book chapter:**

• **Conference proceedings:**

• **Online articles:**

**LATE SUBMISSION POLICIES**

• Late case study assignments will only be marked where an extension has been granted. A penalty of 20% of the assignment mark (i.e. 2 marks if the assignment is marked out of 10) will deducted for each day that the assignment is late, unless there are extraordinary circumstances such as documented illness or other unavoidable disruptions. In such event an ‘Advice of Absence or Other Circumstances’ form should be completed and submitted as soon as is practicable and in any case by the last day of class at the latest. The form may be obtained from the BESS office or downloaded from the Admin Central website: [http://www.businessandeconomics.mq.edu.au/current/undergraduate/admin_central/absences](http://www.businessandeconomics.mq.edu.au/current/undergraduate/admin_central/absences). *(Please note that work or family commitments will not normally be acceptable excuses. The circumstances must be extraordinary and something that could not have been reasonably predicted or avoided. Conditions are explained on the Admin Central website.)*
• Work that is submitted late without prior written permission and without a completed advice of absence form will be not be marked. Students are advised to keep a copy of all permissions given in event of dispute.

• The date and time recorded by Turnitin shall be used for the purposes of determining late submission penalties. As there are sometimes delays with the system you are advised to submit early to avoid penalties.

FINAL EXAMINATION

• A 3 hour final examination for this unit will be held during the University Examination period. The University Examination period in Second Half Year 2009 is from 18 November to 4 December, 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 at 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, that is, the final day of the official examination period.

UNIVERSITY POLICY ON GRADE DISTRIBUTION

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardized numerical grade (SNG). On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performance of their students should achieve similar results. The process of scaling does not change the order of marks among students.
GRADE APPEALS

- Appeals against marks awarded for assignments or examinations during the course must be made in writing within 2 weeks of the receipt of the mark to the course convenor, stating grounds for the appeal.
- The procedure that should be followed for appeals against final grades and deadlines for appeals are explained in the Handbook of Undergraduate Studies and on the Faculty website at:

  http://businessandeconomics.mq.edu.au/information_for/new_and_current_students/undergraduate/admin_central/grade_appeals

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/

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

- Advice on academic and administrative procedures is available to students of the Faculty of Business and Economics from BESS (Business and Economics Student Services) in room E4B 106

- For administrative issues about the course or the degree program such as enrolments, transfers and access to Blackboard or other IT services, please contact one of the administrative staff in the Department of Business in person in Building E4A Level 6, by telephone on 9850-8583 or by email at business@efs.mq.edu.au

- For other matters regarding the course, please arrange a meeting with the course convenor.
## Appendix 1. Course Timetable

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lecture topic and reading</th>
<th>Case Studies</th>
<th>Group project</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3/8/2009</td>
<td>Verbeke’s Framework for IB Strategy <em>Chapter 1</em></td>
<td>Case 1.1 Honda</td>
<td>Introduction to project and group allocations</td>
</tr>
<tr>
<td>2</td>
<td>10/8/2009</td>
<td>Firm-specific Advantage <em>Chapter 2</em></td>
<td>Case 1.2 Four Seasons</td>
<td>Introduction to Library databases (Check Blackboard for details)</td>
</tr>
<tr>
<td>3</td>
<td>17/8/2009</td>
<td>Home country location advantage <em>Chapter 3</em></td>
<td>Case 2.2 Ikea (assessed)</td>
<td>Introduction to UN and WTO databases (Check Blackboard for details)</td>
</tr>
<tr>
<td>4</td>
<td>24/8/2009</td>
<td>Host country location advantage <em>Chapter 4</em></td>
<td>Case 3.2 Shiseido (assessed)</td>
<td>Group work</td>
</tr>
<tr>
<td>5</td>
<td>31/8/2009</td>
<td>Combining FSA and location advantages <em>Chapter 5</em></td>
<td>Case 4.1 Starbucks (assessed)</td>
<td>Group work</td>
</tr>
<tr>
<td>6</td>
<td>7/9/2009</td>
<td>Foreign distributors <em>Chapter 11</em></td>
<td>Case 5.1 Nestle (assessed)</td>
<td>Group work</td>
</tr>
<tr>
<td>7</td>
<td>14/9/2009</td>
<td>Revision session</td>
<td><strong>Interim group report and presentation</strong></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>21/9/2009</td>
<td><strong>BREAK</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>28/9/2009</td>
<td><strong>BREAK</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>5/10/2009</td>
<td><strong>PUBLIC HOLIDAY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>12/10/2009</td>
<td>Strategic Alliances <em>Chapter 12</em></td>
<td>Case 11.1 Dell (assessed)</td>
<td>Group work</td>
</tr>
<tr>
<td>12</td>
<td>19/10/2009</td>
<td>Mergers &amp; Acquisitions <em>Chapter 13</em></td>
<td>Case 12.1 Danone (assessed)</td>
<td>Group work</td>
</tr>
<tr>
<td>13</td>
<td>26/10/2009</td>
<td>Emerging Economies <em>Chapter 14</em></td>
<td>Case 13.1 Cemex (assessed)</td>
<td>Group work</td>
</tr>
<tr>
<td>14</td>
<td>2/11/2009</td>
<td>Corporate Social Responsibility <em>Chapter 15A</em></td>
<td>Case 14.1 AIG (assessed)</td>
<td>Group work</td>
</tr>
<tr>
<td>15</td>
<td>9/11/2009</td>
<td>Revision session</td>
<td><strong>Final group report and presentation</strong></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX 2. ADVICE FOR CASE ANALYSIS AND DISCUSSION

In your case analyses, you should refrain from simply summarising the case or repackaging the information already provided in the case. Instead you should try and propose alternative managerial views and action plans, and discuss the relevance and appropriateness of the frameworks proposed in the readings and lectures, making use of the information provided in the case. Marks will be awarded for evidence of thinking about the case, not merely repeating what is stated in the case study.

"Dos" for Case Discussions

• Keep an open mind
• Relate outside experience
• Be provocative and constructive
• Do listen to other people
• Do be brief
• Please turn off your mobile phones while you are in class and unless it is absolutely essential, please refrain from leaving the class in the middle of a discussion.

"Don'ts" for Case Discussions

• Do not make sudden topic changes; recognise the flow of discussion
• Do not repeat yourself and others
• Do not "cut" others to "score points"
• Do not hog the discussion

APPENDIX 3. ASSIGNMENT EVALUATION CRITERIA

These criteria are a general guide as to the standard expected at the various levels. It will not necessarily be the case that all these criteria will be met at a particular standard, as there may be a superior performance on one of the criteria and not so satisfactory performance on another.

High Distinction Standard (85-100%)

• The answer is very well written and clearly expressed.
• There is a demonstrated appreciation and understanding of the issues involved.
• The answer is well structured and logically organised.
• There is evidence of a comprehensive analysis of the issues.
• Conclusions are backed by well-reasoned arguments demonstrating a detailed insight and analysis of issues.
• Comprehensive coverage of all relevant issues.
• References are made to the appropriate theories and frameworks for particular issues.
• Issues are analysed and interpreted correctly.
• Theories and frameworks are applied to the particular fact situation in a competent manner.
• There may be consideration of issues not raised in the course

**Distinction Standard (75-84%)**
• The answer is very well written and expressed.
• The answer is structured and logical.
• The issues have been reasonably well identified and appreciated.
• There is correct use of referencing.
• Issues have been analysed.
• Reference is made to all appropriate theories and frameworks, although the analysis and interpretation is not as detailed and reasoned as for the high distinction standard.
• There is a comprehensive coverage of the issues.
• Occasional errors of reasoning may still be present.

**Credit Standard (65-74%)**
• The answer is generally well written and expressed.
• The answer is structured and sequential.
• Issues are identified and addressed.
• There has been an attempt to analyse some of the issues.
• The coverage of issues is reasonably comprehensive often with a good treatment and analysis of particular points.
• Errors of theoretical application and incorrect reasoning may sometimes be present.
• Depth of treatment is often lacking in some of the issues.

**Pass Standard (50-64%)**
• The answer is able to be followed and understood.
• The answer could perhaps be better organised and structured.
• Issues may need to be identified and addressed in more depth.
• Analysis when present may be incorrect.
• Some familiarity with relevant theories and its application is demonstrated.
• Sometimes the conclusions reached are simple.
• There may be several errors of theoretical application or data interpretation
• There may be significant quantities of material of marginal relevance included in the answer.

**Pass Conceded (45-49%)**
• The answer fails in several of the criteria required for a clear Pass but shows some aspects that merit a mark higher than a Fail grade such as
  o Limited discussion of relevant issues
  o Some attempt to make use of available data
  o Some attempt to apply theories and concepts from the course
**Fail Standard (< 45%)**

- The answer may be significantly short of the required length.
- The written expression is poor and difficult to understand.
- The answer is poorly organised.
- There has been a failure to identify and address the issues in the question.
- There is a lack of familiarity with relevant theories and their appropriate application.
- The reasoning and application demonstrated is poor.
- Frequently there is much irrelevant material.

### APPENDIX 4. PEER EVALUATION OF PERFORMANCE IN GROUP WORK

1. **Attendance at team meetings** *(6 points)*
   - Habitually absent
   - Missed close to 50% of our meetings
   - Missed about 20-30% of our meetings
   - Missed about 10-20% of our meetings
   - Very dependable; missed only one or two meetings
   - Always present

2. **Promptness** *(6 points)*
   - Habitually late
   - Late to about 50% of our meetings
   - Late to about 20-30% of our meeting
   - Late to about 10-20% of our meeting
   - Late to only one or two meetings
   - Never kept team members waiting

3. **Calibre of preparation for meetings** *(6 points)*
   - Always behind rest of the team
   - Marginal; usually had to catch up during meeting
   - Adequate; about as well prepared as others
   - Good; somewhat better prepared than others
   - Excellent; usually well prepared
   - Exceptional; generally best prepared of all team members
4. Understanding of industry and companies; skills in interpreting and analysing the data (12 points)

[ ] Quite weak
[ ] Marginal; sub-par
[ ] Adequate
[ ] Good
[ ] Excellent; very impressive
[ ] Exceptional; strongest of all team members

5. Skills in diagnosing problems and issues (12 points)

[ ] Quite weak
[ ] Marginal; sub-par
[ ] Adequate
[ ] Good
[ ] Excellent; very impressive
[ ] Exceptional; strongest of all team members

6. Enthusiasm and commitment (6 points)

[ ] Almost none
[ ] Inadequate
[ ] Adequate; acceptable
[ ] Good enthusiasm and commitment
[ ] Very enthusiastic and committed
[ ] Exceptional; strongest of all team members

7. Teamwork and cooperativeness (6 points)

[ ] Quite weak; gave team many problems
[ ] Marginal; prone to make decisions without telling anyone
[ ] Adequate
[ ] Good
[ ] Excellent; very impressive
[ ] Exceptional; strongest of all team members
8. Exercise of leadership within the group (6 points)
☐ Had little to say and little to offer
☐ Ineffective; had a hard time winning support for ideas
☐ Adequate ability to present views and make a case for proposed actions
☐ Good ability to present views and make a case for proposed actions
☐ Effective and persuasive in convincing others to go along with proposed actions
☐ Exceptional; the clear leader on our team

9. Carried a fair share of the overall workload (6 points)
☐ Far less than a fair share
☐ Slightly below a fair share
☐ Roughly a fair share
☐ Slightly above a fair share
☐ Well above a fair share
☐ Far beyond what any other team member did

10. Overall Evaluation (10 points)
☐ Below 50 I would like to have fired this person
☐ 50-59 Very weak (I would definitely not want to be teamed with this person again)
☐ 60-64 Marginal; sub-par
☐ 65-69 Slightly below-average
☐ 70-74 Average
☐ 75-79 Slightly above-average
☐ 80-84 Good
☐ 85-89 Very good
☐ 90-95 Excellent; very impressive
☐ 96-100 Exceptional; strongest of all team members