

School of Management

MGMT1101

Global Business Environment

Course Outline

Semester 2, 2017

Course-Specific Information

The Business School expects that you are familiar with the contents of this course outline. You must also be familiar with the Course Outlines Policies webpage which contains key information on:

- Program Learning Goals and Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Student Support and Resources

This webpage can be found on the Business School website:

<https://www.business.unsw.edu.au/degrees-courses/course-outlines/policies>

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COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Lecturer-in-charge: Dr Amer S. Khan

Email: a.saleemkhan@unsw.edu.au

Consultation Times – by appointment

A full list of tutors will be posted on Course Website.

2 COURSE DETAILS

2.1 Teaching Times and Locations

Lectures start in Week 1(to Week 12): The Time and Location are:

Activity	Class	Section	Day/time	Location
Lecture	4543	B	Tuesday 16:00 - 18:00	Law Theatre G04 (K-F8-G04)
Lecture	4544	C	Friday 12:00 - 14:00	Rex Vowels Theatre (K-F17-LG3)

A full list of tutorials, times and tutors will be on the Course Website.

2.2 Units of Credit

The course is worth 6 units of credit.

2.3 Summary of Course

This Course focuses on key global business environmental factors and issues that affect firms with international operations. The main topics covered are: the development of firms with international operations, including multinational enterprises (MNEs); national differences in the economic, financial, political, social, and legal environments; cultural differences and their effects on international business; international trade policy and the World Trade Organisation (WTO); regional economic integration; and the impact of technology.

2.4 Course Aims and Relationship to Other Courses

This Course is designed to be an introduction to international business. It is one of the eight flexible core courses for the BCom degree and the first compulsory course for the International Business major. International Business can be taken as a single major or comajor in the Bachelor of Commerce and a co-major in the Bachelor of Economics. It is also offered to students majoring in International Business as part of a Bachelor of Arts/Bachelor of Social Science.

The aim of this course is to help students develop the ability to evaluate the impact of key business environmental factors on multinational firms and how these firms should respond to them. Students majoring in International Business will go on to take MGMT2101 (International Business and Multinational Operations) and MGMT3101 (International Business Strategy) in their second and third year of study. More specifically, the aims of this Course are:

- To introduce students to the nature of international business and the internationalised firm;
- To analyse trends and changes in the current global business environment and debate the impact of globalisation;
- To show how international business is affected by the many different types of environments (i.e. economic, political, social, cultural, financial, technological) in which it operates;
- To discuss the relevance of international institutions, governments and non-governmental organisations to international business; and
- To analyse multinational firms' responses to threats and opportunities in the global business environment.

2.5 Student Learning Outcomes

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. 'be an effective team player'). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. 'participate collaboratively and responsibly in teams').

For more information on Program Learning Goals and Outcomes, see the School's Course Outlines Policies webpage available at <https://www.business.unsw.edu.au/degrees-courses/course-outlines/policies>

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

Program Learning Goals and Outcomes		Course Learning Outcomes	Course Assessment Item
<i>This course helps you to achieve the following learning goals for all Business undergraduate students:</i>		<i>On successful completion of the course, you should be able to:</i>	<i>This learning outcome will be assessed in the following items:</i>
1	Knowledge	Explain concepts and theories concerning the global business environment; apply concepts about the global business environment to actual business situations; analyse business cases in the area of international business; research and write on contemporary international business topics; and build up a good foundation for further study of international business.	Memos Group presentation Exam

2	Critical thinking and problem solving	Use the concepts and models of international business to interpret and analyse real problems in global business environment.	Memos Group presentation Exam
3a	Written communication	Construct written work which is logically and professionally presented.	Memos
3b	Oral communication	Communicate ideas in a succinct and clear manner and facilitate discussion on contemporary issues in international business.	Group presentation Tutorial discussion
4	Teamwork	Work collaboratively to complete tasks.	Group presentation
5a.	Ethical, social and environmental responsibility	Identify and assess responsibility and sustainability issues in international business.	Exam Memos
5b.	Social and cultural awareness	Identify and assess socio-cultural environments and their influences in international business.	Exam Memos

3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

This course has been designed to provide a supportive context for independent learning. As well as guiding students through the different topics of the course, teaching staff aim to assist students to 'learn how to learn' in a university environment. The structure of the course enables students to apply the international business theories and concepts they learn in lectures and the textbook to actual problems and real-life business situations.

3.2 Learning Activities and Teaching Strategies

Lectures do not simply reiterate material covered in the text but aim to extend it, and provide a more detailed and sophisticated analysis of both theoretical concepts and applied materials. In order to make the most out of lectures, the reading of textbook chapters should be completed prior to the lecture.

4 ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- achieve a composite mark of at least 50;
- make a satisfactory attempt at all assessment tasks (see below);

4.2 Assessment Details

Assessment task	Weight	Length	Due date
1. Individual memos:	35%	Maximum word count 500 words	These are due (in hard copy to your tutor and via Turinitin) <u>before</u> the tutorial that relates to the memo being submitted (see tutorial schedule).
1 (weeks 3, 4 or 5)	8%		
2 (weeks 6,7 or 8)	12%		
3 (weeks 9,11 or 12)	15%		
2. Group presentation	20%	20-25 minutes	To be organised by your tutor. Starts from Week 4.
3. Class attendance and Participation	15%	Weekly	5% for tutorial attendance; 10% for participation
4. Examination	30%	2 hours	University examination period

Detail of each assessment give below.

4.3 Assessment Format

1. Individual Memos (35%)

Throughout the session you are required to hand in 3 memos written for your “boss” in response to memo questions (see below in the tutorial schedule) and be prepared to discuss them each week. The purpose of the memos is to enable you to:

- prepare effectively for tutorials and think critically about lecture readings;
- reflect on what has been learnt from lectures and course readings and apply these
- insights to real life business situations and decisions;
- prepare for the final examination, as it ensures that you cover the required readings and exercises, and do not fall behind in your work;
- practise critical thinking, analysis and writing (also important for exam preparation).

All tutorial questions (memo and presentation questions) are provided in the following tutorial schedule. You should come prepared to discuss the tutorial questions every week.

Answer Format

Your boss’s time is precious and so the memo should be written concisely and persuasively.

You should open your memo with “I recommend that we...”, and use the rest of the memo to buttress and support your views. Professional business memos must be clear, succinct, and well argued. While memos do not usually contain references and in-text citations, it is important that you get into the habit of referencing for your future courses. As such, **you should reference any and every information that you get from an external source.** This is a practice of academic honesty, and citing your sources would add to the persuasiveness of your analyses and recommendations.

The written memo should be no more than 500 words (double spaced and using Times New Roman 12 point font). If necessary, you may use charts and graphs to support your case, and this will not be counted against the word limit. In parts of your memo, you may use point form (with sufficient explanations) for your answers, but remember that this is a piece of business writing, so it should be in a formal style.

Your first memo should be submitted between Week 3 and Week 5. The second memo is due between Week 6 and Week 9. And the last memo should be handed in between Week 10 and Week 12.

Your memos are due at the beginning of the tutorial for which you are writing a memo. **You should submit both a soft copy through a Turnitin link in Moodle and a hard copy to your tutor.** For the hard copy, please make sure that you attach a coversheet and include the word count in the first page of your text.

Marking Criteria

Answers will be assessed based on the following criteria:

- completeness of answer: soundness of recommendation backed by logical and reliable data and supporting arguments
- appropriate understanding and application of relevant international business concepts and theories; and
- evidence of critical thinking and ability to clearly state and justify your position.
- clarity and succinctness of written expression, in accordance to professional business writing style and referencing criteria.

2. Group Presentation (20%)

Groups of two to four students will be formed in **Week 2** tutorials. The exact size of groups will be determined by your tutor depending on the number of students in the tutorial. Tutors will then assign each group to present on one of the weekly presentation questions from the tutorials respectively from **Week 4 to Week 12**. The full presentation should be approximately 25 minutes, including discussion. The groups should present their findings and opinions. They should then lead and facilitate a well-designed class discussion to examine controversial issues of their presentation. Discussion facilitation is an important and useful skill. Formulating relevant discussion questions and engaging other students are essential to successful discussion facilitation.

Groups will be rated on their presentation style, ability to lead the class discussion and answer questions from other class members, and effectiveness of their own solution to the question(s). Your tutor will also briefly address the presentation guidelines in the **Week 1** tutorial. The course coordinator may adjust the marks of individual group members if there is substantial evidence that there is disparity in the extent of contribution among group members in preparation of presentation.

3. Class Attendance and Participation (15%)

Students will be assessed by their respective tutors on their participation and quality of contribution towards class discussion in the weekly tutorials. Class Participation will be awarded based on three elements

- a) Attendance of both lectures and tutorials
- b) Discussion of tutorial presentations
- c) Discussion of tutorial memo questions

4. Examination (30%)

Examination will be held during the examination period (June 9-26) and the examination timetable will be released in April. The examination will be based on lecture topics from Week 1 to 12. Materials from the textbook, lectures, and tutorial activities will be covered.

Late Submission

Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted because of work and other commitments. Requests for extensions must be made in writing to the Course Coordinator **prior** to the due date. Medical certificates or other evidence of extreme misfortune must be attached and must contain information that justifies the extension sought. Late assignments which have not been granted an extension will incur a penalty of 10 per cent of the assigned mark per day.

Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

5 COURSE RESOURCES

The website for this course is on Moodle at:
<http://moodle.telt.unsw.edu.au>

Course Textbook:

Hill, C., Hult, T., Wickramasekera, R., Liesch, P., & Mackenzie, K. (2017). *Global Business Today. Asia-Pacific Perspective*. 4th Edition. McGraw-Hill.

The reading required for each week is detailed in the lecture and tutorial schedules. Students should come to the class having completed at least the essential reading in the textbook. The textbook has a website that provides further resources and learning materials for students.

McGraw Hill Online Resources:

You can access the online resources at <http://connect.mheducation.com/class/s-luisemester-1---2017> with the registration code that accompanies the textbook.

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's myExperience survey is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through end of semester MyExperience responses.

7 COURSE SCHEDULE

LECTURE SCHEDULE		
Week	Topic	References*
Week 1 24 July	Course Overview International Business – What is it?	Chapter 1
Week 2 31 July	Multinational firms in a globalised world	Chapter 1; Chapter 11
Week 3 7 August	The strategy of international business	Chapter 10
Week 4 14 August	State vs. firm? The political and legal environment	Chapter 6
Week 5 21 August	When in Rome: The socio-cultural environment	Chapter 5
Week 6 28 August	Does size matter? The economic environment	Chapter 7
Week 7 4 September	Digital divides? Technology diffusion and innovation	pp. 20-23; 278-281; 536-541
Week 8 11 September	Money makes the world go round: Foreign exchange	Chapter 4
Week 9 18 September	International trade policy: WTO and regional economic integration	Chapter 3
Mid-semester break: 23 September – 2 October inclusive (2 Oct = Labour Day Public Holiday)		
Week 10 3 October	No lectures and tutorials this week (online optional quiz)	
Week 11 9 October	The new Wild West? Doing business in transitional markets	pp. 325-336
Week 12 16 October	Corporate responsibility for international business	Chapter 8
Week 13 23 October	Course Review	

*References and/or suggested readings for lecture topics may change. Additional readings may be suggested and provided on Moodle.

Tutorial Schedule

Week	Tutorial Activities
Week 1 24 July	<p>Activities:</p> <ol style="list-style-type: none"> 1. Getting to know each other 2. Explaining expectation on group presentation and memos 3. Explaining marking criteria
Week 2 31 July	<p>Activities:</p> <ol style="list-style-type: none"> (1) Forming presentation groups (2) Assigning group presentation questions <p><i>Memo from boss:</i> As a new recruit of a multinational enterprise based in Australia, why do you think international business is important to the company, and what are the key challenges we face in conducting international business?</p>
Week 3 7 August	<p><i>Activity:</i> Discuss the underlying logic of the Uppsala model (textbook, pp. 88-91) by drawing on an actual company's internationalisation process. Does this model explain the 'born-global' phenomenon well? Why/why not? Use an example of a born-global company in your explanation.</p> <p><i>Memo from boss:</i> The company has developed some valuable and innovative medical products and now wants to enter China or the U.K. Which of the two countries would you recommend? Once you have decided on a country, what entry mode would you suggest for the company? Briefly discuss your recommendations.</p>
Week 4 14 August	<p><i>Group Presentation:</i> The top management of your company, a manufacturer and marketer of laptop computers, has decided to pursue international expansion opportunities in an emerging market. To achieve economies of scale, management is aiming towards a strategy of minimum local adaptation. Focusing on an emerging market country of your choice, and using country information available online or via databases, highlight those aspects of the product where standardisation will simply not work and adaptation to local conditions will be essential.</p> <p><i>Memo from boss:</i> What strategy was IKEA pursuing as it expanded throughout Europe and Australia during the 1970s and early 1980s? Use relevant concepts from the textbook chapter 10.</p>
Week 5 21 August	<p><i>Group Presentation:</i> Multinational companies have always paid careful attention to political risk in developing markets. (1) Give examples showing how this is important in developing markets; (2) To what extent should MNEs monitor political risks in developed markets? (Background reading: Risky Business. The Economist: Sep 17, 2016, p. 59)</p> <p><i>Memo from boss:</i> Contractual disputes are common in international business. What factors should the company consider to minimise legal risks involved in signing a contract with a foreign firm?</p>
Week 6 28 August	<p><i>Group Presentation:</i> Describe some cultural frameworks commonly used in academic research. Which framework do you think is most useful for international business? Use some real-life business examples to illustrate in your presentation.</p> <p><i>Memo from boss:</i> The company is soon scheduled to meet and negotiate with its potential foreign partner in a Middle Eastern country. What cultural aspects do you recommend that the company consider for its initial negotiation meeting with the partner? Briefly justify your recommendation.</p>
Week 7 4 September	<p><i>Group Presentation:</i> There are several macro-economic indicators MNEs use to evaluate the economic environment of a foreign country/market. These indicators include GDP, inflation, unemployment, government deficit, and many others. How useful are these indicators in assessing a country's economic attractiveness?</p>

	<p><i>Memo from boss:</i> The company is considering establishing a plant in Brazil to produce cars for the local Brazilian market. Would you recommend the company's investment in the country, given Brazil's economic indicators? Why/why not? (Background reading: pp. 342-345)</p>
<p>Week 8 11 September</p>	<p><i>Group presentation:</i> Briefly explain three recent innovations that you consider will change the business world in the near future. Elaborate on how they will impact on businesses.</p> <p><i>Memo from boss:</i> The company is looking into its medical products again. To what extent do you think that multilateral efforts (e.g., TRIPS, WIPO, etc.) are effective in protecting our intellectual properties? What are the best ways to protect our intellectual assets?</p>
<p>Week 9 18 September</p>	<p><i>Group presentation:</i> The recent Eurozone crisis has been mainly attributed to the design and management of the euro (pp. 186-187). (1) Identify flaws in the single currency's design/management. (2) Given referendums (e.g., Brexit) by some member countries on their exit from EU, critically evaluate the sustainability of the regionally integrated market.</p> <p><i>Memo from boss:</i> The company is selling a piece of equipment to a buyer in India. The sale is for immediate delivery, but payment will only be due in 30 days time. What financial risks should we consider before deciding whether to go ahead with the sale? How to best protect ourselves? With this analysis, should we go ahead with the sale?</p>
<p>Mid-semester break: 23 September – 2 October inclusive (2 Oct = Labour Day Public Holiday)</p>	
<p>Week 10 3 October</p>	<p>No lectures and tutorials this week (optional online quiz)</p>
<p>Week 11 9 October</p>	<p><i>Group presentation:</i> Given the popular support of the "American First" campaign put forward by the Trump Administration, critically re-evaluate the costs and benefits of trade protectionism.</p> <p><i>Memo from boss:</i> The company plans to export our honey products to France. Given France is part of EU/Eurozone, would you recommend exporting to this regionally integrated market? Why/why not? Highlight pros and cons of exporting to the market in your answer.</p>
<p>Week 12 16 October</p>	<p><i>Group presentation:</i> Some transition economies have been more successful than others in their transition to a market economy. Select one successful and one less successful economy. Compare and contrast them by identifying and explaining factors that have led to their success or failure.</p> <p><i>Memo from boss:</i> We are thinking about expanding our business to Vietnam, and we are concerned about its status as a Transition Economy. Is it still risky to do business there after such a long period of economic reform? What should we watch out for when doing business in Vietnam?</p>
<p>Week 13 23 October</p>	<p><i>Group presentation:</i> What are some important ethical dilemmas that MNEs face? How do MNEs deal with ethical dilemmas? Illustrate with examples.</p>