

# **MBS661**

## **Global Business in the Asian Century**

Unit Information and Learning Guide

### **Myanmar**

**Teaching Period: January Trimester  
2020**

**Intensive mode in three weekends**

This information should be read in conjunction with the online learning materials which can be found on your MyUnits page.

**Unit Coordinator: Professor Xiaowen Tian**  
Business School  
College of Arts, Business, Law and Social Sciences



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This unit was originally written by Professor Xiaowen Tian, 10 March 2017

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# UNIT INFORMATION

## Information about the Unit

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Welcome to MBS661 Global Business in the Asian Century

### Unit description

This Unit addresses key issues about managing a global business in the 21st century – often called the Asian century. It examines accelerated globalization and the rise of Asia, and discusses how managers make decisions on firm strategy, market entry, alliances, marketing, R&D, production, supply chain management, and human resource management in the context of the changing global business environment. The unit places you in the role of decision makers, aiming to develop your ability to innovatively apply theories to resolving problems in challenging international business situations.

### Prerequisites

There are no prerequisites to undertaking this Unit

### Aims of the Unit

The broad aims of this Unit are to

1. Provide students with a sound knowledge about the changing global business environment in the Asian century;
2. Equip students with practical frameworks by which major business issues can be analysed in complex international contexts;
3. Provide students with opportunities to apply learnt knowledge and skills to analysing problems executives face in managing a global business in the Asia Pacific and beyond.

Seminar5: Market Entry and Strategic Alliances

## Learning outcomes

Unit Learning Outcomes	Linkage to Course (MBA) Learning Outcomes
At the conclusion of this subject, you should be able to:	
ULO 1. Demonstrate knowledge of international business, particularly in Asia	[K] 1; [S-A] 2,12
ULO 2. Apply international business knowledge in practical contexts (e.g. workplace)	[K] 1; [S-A] 2,12
ULO 3. Exhibit effective verbal, written, digital, and team interpersonal skills in working with stakeholders in a variety of contexts	[S-A] 1, 2, 5, 10
ULO 4. Evaluate issues and problems and structure evidence-based conclusions	[S-A] 2, 12
ULO 5. Employ individual and team learning strategies that promote intentional learning	[S-A] 1, 2, 5, 10
ULO 6. Display the capability to think across cultures and contexts	[K] 4; [S-A] 3
ULO 7. Integrate knowledge of ethical and sustainability issues into professional and personal practices	[K] 4; [S-A] 3

## Graduate attributes

This unit will contribute to the development of the following Graduate attributes

1. **Critical and creative thinking**- Graduates have developed the ability and skills to acquire knowledge in their discipline and critically evaluate, integrate and apply the knowledge.
2. **Communication** - Graduates have developed the ability and skills to effectively communicate with people from different cultural backgrounds.
3. **Global Perspective** – Graduates have developed the ability and skills to address business issues from a global perspective, and relate the issues to developments in the Asia-Pacific region.
4. **Ethics** - Graduates are aware of ethical standards and able to develop strategies to innovatively address ethical issues in their discipline.

## What you need to know

Generic information which students need to know is available at [What you need to know](http://our.murdoch.edu.au/Educational-technologies/What-you-need-to-know/) web page: <http://our.murdoch.edu.au/Educational-technologies/What-you-need-to-know/>. The information includes

- Links to the Assessment Policy
- A description of Academic Integrity
- Links to information about examination; Non-discriminatory language; Student Appeal; Student complaints; Conscientious objection and assessment policy
- Determination of grades from components/marks
- Information for equity student

## Contact details

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### Unit coordinator

**Professor Xiaowen Tian - Bio Note:** After obtaining my PhD from the Australian National University, I worked and taught at National University of Singapore, University of Nottingham (UK), and Bond University. I am currently Professor of Management at Murdoch University. My teaching and research interests are in the area of Global Business Management with a focus on Asia. I have published articles in such journals as *Journal of International Business Studies*, *Journal of World Business*, and *Organizational Dynamics* in addition to four books. My book, titled “*Managing International Business in China*”, was published by Cambridge University Press, and will be used as an additional reading for this unit. Email: [x.tian@murdoch.edu.au](mailto:x.tian@murdoch.edu.au)

**Contact:** Please direct all questions for the Unit coordinator through your local teaching Affiliate

### Administrative contact details

Business School, College of Arts, Business, Law and Social Sciences

Email: [ABLSS.TNE@murdoch.edu.au](mailto:ABLSS.TNE@murdoch.edu.au)

Phone: +61 8 9360 2705

## How to study the unit

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### Learning approach

The approach to learning in the Unit is integrative and interactive. The structured in-class activities will be offered through teaching sessions consisting of lecture, case study, workshop, presentation, and video. The self-directed learning tasks will involve reading, group discussion, and a major International Business Plan Competition project.

### Contact time

This is a 6 credit point Unit. There are eight sessions with 32 face-to-face teaching hours in total. In addition, there are four sessions with 16 face-to-face coaching hours in total. In the coaching sessions, students are required to meet with the local instructor to discuss their international business plan in teams. Each team must meet with the local constructor for coaching at least once in the semester.

### Time commitment

For a 6 credit point Unit, it is expected that you spend in total 300 hours over the full teaching period of the Unit.

### Attendance

All students will be required to attend classes and to prepare for each class. This will require reading of the specific chapters in the text and other materials, analysis of case studies, and preparation for presentation. Students will be encouraged to develop and express their own ideas and to articulate an original and independent view of problems and cases. Unavoidable class absences should be discussed with the local instructor in advance.

### Small group and interactive teaching and learning activities

There are some small group and interactive teaching and learning activities in the Unit, including team-based project and case study discussion.

### Unit changes in response to student feedback

Students are encouraged to provide feedback to the instructor on any aspect of the course with a view to enabling the instructor to improve the provision of the learning

## Resources for the unit

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### Essential textbook

Charles W. L. Hill & G. Tomas M. Hult 2019. *International Business: Competing in the Global Marketplace*. 12 edition. McGraw Hill. ISBN- 9781260092349. Particularly, chapters 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17, 18, & 19.

(The textbook is available as an eBook via the Murdoch University Library website. However, our license will only allow for three simultaneous users. If you cannot access the eBook, you may wait for a while until there are fewer than three simultaneous users).

Or

Hill, Charles W. et al. 2016. *International Business: Asia Global Edition* McGraw-Hill. (2nd edition). ISBN- 9781259011818.

**Please consult your local Affiliate about the textbook to be used.**

### Other readings

- BCG. 2012. Imagining Australia in the Asia century. <http://ict-industry-reports.com.au/wp-content/uploads/sites/4/2013/05/2012-Imagining-Australia-in-the-Asian-Century-BCG-Sept-2012.pdf>
- Buckley, P.J. 2011. International integration and coordination in the global factory. *Management International Review*, 51: 269-283. <http://link.springer.com/article/10.1007%2Fs11575-011-0075-2#page-1>
- Ghemawat, P. 2007. Managing differences: the central challenge of global strategy. *Harvard Business Review*, March: 1-43. [http://www.gwu.edu/~clai/training\\_programs/UChile\\_MBA\\_Programs/uchilemba2010/Robles\\_Readings/Managing\\_Differences.pdf](http://www.gwu.edu/~clai/training_programs/UChile_MBA_Programs/uchilemba2010/Robles_Readings/Managing_Differences.pdf)
- Hofstede, G. 2007. Asian management in the 21st century. *Asia Pacific Journal of Management*, 24: 411-420. <http://link.springer.com/article/10.1007%2Fs10490-007-9049-0>
- Khanna, T., Palepu, K.G., & Sinha, J. 2005. Strategy that fits emerging markets. *Harvard Business Review*, June: 63-76. [http://www.unifr.ch/intman/assets/files/Teaching/Emerging%20Markets/Literature/May\\_2\\_Compulsory\\_Literature\\_5.pdf](http://www.unifr.ch/intman/assets/files/Teaching/Emerging%20Markets/Literature/May_2_Compulsory_Literature_5.pdf)
- Mathews, J. 2006. Dragon multinationals: new players in 21st century globalisation. *Asia-Pacific Journal of Management*, 23 (1): 5-27. <http://link.springer.com/article/10.1007%2Fs10490-006-6113-0#page-1>
- Morrison, W.M. 2013. China's Currency Policy: An Analysis of the Economic Issues. CRS Report for Congress, RS21625: 1-49. <https://www.fas.org/sgp/crs/row/RS21625.pdf>
- Porter, M & Kramer, M. 2011. Creating shared value. *Harvard Business Review*, Jan 4-17.

- Santos, J.F.P. & Williamson, P.J. 2015. The new mission for multinationals. *MIT Sloan Management Review*, 56 (4): 45-54.  
<https://search-proquest-com.libproxy.murdoch.edu.au/docview/1694712965?accountid=12629&pq-origsite=summon&selectids=10000039,1006985,10000155>
- Tian, X.W. 2016. Managing international business in China. 2<sup>nd</sup> edition. *Cambridge University Press*. Particularly, chapters 3-12.
- Tian, X.W. & Slocum, J. 2016. Managing corporate social responsibility in China. *Organizational Dynamics*, 45: 39-46.  
[http://ac.els-cdn.com.libproxy.murdoch.edu.au/S0090261615000807/1-s2.0-S0090261615000807-main.pdf?tid=dda103a8-d0c1-11e6-bb37-00000aacb362&acdnat=1483344354\\_ea24e59c04431a9784c8261954de0faf](http://ac.els-cdn.com.libproxy.murdoch.edu.au/S0090261615000807/1-s2.0-S0090261615000807-main.pdf?tid=dda103a8-d0c1-11e6-bb37-00000aacb362&acdnat=1483344354_ea24e59c04431a9784c8261954de0faf)

Additional readings and case studies may be provided during the teaching period.  
 All lecture powerpoint slides will be posted on to the Unit page at LMS before class.

## On-line resources

Students are required to looking for current international business news/events via a variety of on-line sources, including

**Financial Times:** <http://www.ft.com/home/asia>  
**Australian Financial Review:** <http://www.afr.com/>  
**Forbes:** <http://www.forbes.com/>  
**GlobeEDGE:** <http://globaledge.msu.edu/>

## Tool kit

**Reading of academic texts:** [http://our.murdoch.edu.au/Student-life/\\_document/Student-Learning/Tip-Sheets/Improve-your-reading.pdf](http://our.murdoch.edu.au/Student-life/_document/Student-Learning/Tip-Sheets/Improve-your-reading.pdf)  
**Planning your essay:** [http://our.murdoch.edu.au/Student-life/\\_document/Student-Learning/Tip-Sheets/planning\\_your\\_essay.pdf](http://our.murdoch.edu.au/Student-life/_document/Student-Learning/Tip-Sheets/planning_your_essay.pdf)  
**Drafting your essay:** [http://our.murdoch.edu.au/Student-life/\\_document/Student-Learning/Tip-Sheets/Drafting-an-essay](http://our.murdoch.edu.au/Student-life/_document/Student-Learning/Tip-Sheets/Drafting-an-essay)  
**Resources for referencing your work:** <http://our.murdoch.edu.au/Student-life/Study-successfully/Online-and-Print-Resources/referencing>  
**APA Style:** <http://www.apastyle.org/manual/index.aspx>

## The following will be provided during the teaching period:

Lecture podcasts  
 Online videos  
 Online Quiz

## Study Schedule

Session	Topic	Assessment	Due	LO
<b>Weekend 1</b>				
1	<b>Globalisation and the Rise of Asia</b> <ul style="list-style-type: none"> <li>Textbook: Hill &amp; Hult Ch 1 or Hill et al. Ch 1; Mathews (2006); BCG (2012); Santos &amp; Williamson (2015);</li> <li>Online lecture podcast, quiz, videos</li> </ul>	Discussion forum		1
2	<b>Country Difference and the Myth of Asia</b> <ul style="list-style-type: none"> <li>Textbook: Hill &amp; Hult Ch 2, 3 &amp; 4 or Hill et al. Ch 2&amp;3; Hofstede (2007); Tian (2016), Ch 3 &amp; 7</li> <li>Online lecture podcast, quiz, videos</li> </ul>	Discussion forum		1, 2, 6
3	<b>Cross-country Linkage and Regional Integration in the Asia Pacific</b> <ul style="list-style-type: none"> <li>Textbook: Hill &amp; Hult Ch 6, 7, 8, 9, 10 &amp; 11 or Hill et al. Ch 5, 6, 7, 9 &amp; 10; BCG (2012); Buckley (2011); Tian (2016), Ch 3; Morrison (2013)</li> <li>Online lecture podcast, quiz, videos</li> </ul>	Discussion forum		1, 2
4	<b>Global Strategic Thinking</b> <ul style="list-style-type: none"> <li>Textbook: Hill &amp; Hult Ch 13, 14 &amp; 5 or Hill et al. Ch 12, 13 &amp; 4; Ghemawat (2007); Khanna et al (2005); Porter &amp; Kramer (2011); Santos &amp; Williamson (2015)</li> <li>Online lecture podcast, quiz, videos</li> </ul>	Discussion forum		1, 2, 3, 7
<b>Weekend 2</b>				
5	<b>Coaching 1: International Business Plan Proposal Presentation</b>	Proposal presentation	Submission: 2 day before presentation	1, 2, 3,4,5,6,7
6	<b>Market Entry and Strategic Alliances</b> <ul style="list-style-type: none"> <li>Textbook: Hill &amp; Hult Ch 15 or Hill et al. Ch 14; Tian (2016), Ch 4 &amp; 5</li> <li>Online lecture podcast, quiz, videos</li> </ul>	Discussion forum		1, 2, 4,5
7	<b>Global Marketing and R&amp;D</b> <ul style="list-style-type: none"> <li>Textbook: Hill &amp; Hult Ch 18 or Hill et al. Ch 17; Tian (2016), Ch 8</li> <li>Online lecture podcast, quiz, videos</li> </ul>	Discussion forum	Week 7: Essay	1, 2, 4,5,6
8	<b>Global Production and Logistics</b> <ul style="list-style-type: none"> <li>Textbook: Hill &amp; Hult Ch 17 or Hill et al. Ch 16; Buckley (2011); Tian (2016), Ch 9</li> <li>Online lecture podcast, quiz, videos</li> </ul>	Discussion forum	Week 9: Comment and portfolio	1, 2, 4,5,6
<b>Weekend 3</b>				
9	<b>Global Human Resource Management</b> <ul style="list-style-type: none"> <li>Textbook: Hill &amp; Hult Ch 19 or Hill et al. Ch 18; Tian (2016), Ch 10</li> <li>Online lecture podcast, quiz, videos</li> </ul>	Business plan report		1, 2, 4,5,7
10	<b>Coaching 2: International Business Plan Report</b>	Business plan report		1,2, 3,4,5,6,7
11	<b>Coaching 3: International Business Plan Report</b>	Business plan report		1,2, 3,4,5,6,7
12	<b>Coaching 4: International Business Plan Report Course Review</b>	Business plan report	Week 12	1,2, 3,4,5,6,7
TBA	<b>Exam</b>			1, 2, 3,4,6

## Assessment

Assessment for this unit is conducted in accordance with the Assessment Policy.

The version of the Assessment Policy applicable for this unit can be found at

<http://www.murdoch.edu.au/index/policies/index?Filter=assessment>

### Schedule of assessment items

#### Assessment components

Assignment	Value	Unit Learning Outcome	Course Learning Outcome	Due
International Business Plan Proposal & Presentation (1,500 words equivalent)	15%	1,2,3,5,6,7	[K] 1,4 [S-A] 3, 4, 5, 10,12	Proposal – 2 days before Session 5 Presentation – Session 5
International Business Plan Final Report (4,500 words)	35%	1,2,3,4,5,6,7	[K] 1,2,3 [S-A] 2, 3,4,5,10, 12	Friday Week 12, 5pm
Engagement (1,500 words equivalent) <ul style="list-style-type: none"> <li>• In-class discussion</li> <li>• Online discussion forum</li> </ul>	15%	1,3,4, 5, 6,7	[K] 1,2,3 [S-A] 2, 3,4,5,10, 12	Continuous <ul style="list-style-type: none"> <li>• Essay: Week 7, Friday, 5pm</li> <li>• Comment: Week 9, Friday, 5pm</li> <li>Portfolio: Week 9, Friday, 5pm</li> </ul>
Final Exam (3,000 word equivalent)	35%	1,2,3,4, 6	[K] 1,2,3 [S-A] 2, 3,5,12	TBA

Note: The assessment is cumulative in nature. All parts of the assessment must be completed in order to pass the course.

### Assessment details

#### 1. International Business Plan Proposal & Presentation: 15%

You need to undertake an international business plan project throughout the semester. This assignment is to facilitate you in achieving unit learning outcomes 1, 2, 3 and 4. The international business plan project will be undertaken in a group of 2-4 depending on the size of the class.

In sessions 1 & 2, you will negotiate with other students to form a team based on common interest. The instructor may restructure the groupings when it deems necessary. The team

need to select a team coordinator in the following weeks and inform the instructor of the name and student ID of the coordinator no later than the end of session 2. The coordinator liaises with team members to organize team meetings for the project.

The assumption of the project is that you are now working for a company which plans to enter a foreign market and asks you to develop a business plan for the overseas business expansion. The company's information should be accessible on internet. You are advised to choose a company in an industry that you are familiar with or an industry where you plan to work after your MBA study. You must discuss your chosen company with the instructor. You must choose a foreign country market that the company **HAS NOT** entered yet. You may find the GlobeEDGE website useful in searching for information about the target country market: <https://globaledge.msu.edu/>.

You need to submit a written proposal of your business plan in Microsoft Word format via LMS no later 2 days after Week 5 session, 5pm. An assignment cover sheet must be attached to the assignment. The proposal should be approximately 1,500 words in length.

In week 6, the coaching session, there is a simulation: you are required to present the proposal of your business plan to the Board of Directors of your company, while other students and the instructor will act as members of the Board of Directors to provide feedback on your proposal. The duration of the presentation should be 15 minutes. After the presentation, you need to respond to the comments and questions from the Board of Directors. You will receive the mark and written feedback on your business plan proposal and presentation within two weeks after your presentation.

### **Marking criteria**

- 1) Ability to explain why the company chooses to enter the target country market (5%);
- 2) Ability to recommend strategy and entry mode appropriate for the company in the chosen market, and explain the rationale for your recommendations (6%);
- 3) Oral presentation and communication skills, and skills in interacting with classmates to respond to questions (2%)
- 4) Written presentation skills and editorial care (2%)

To do well in the international business plan proposal and presentation, you need to conduct extensive research on the chosen company and the target country market, read relevant chapters of the textbook and additional readings as indicated in the Study Schedule, and relate your analysis and argument to what are discussed in these readings and seminars.

### **2. International Business Plan Final Report: 35%**

After receiving feedback on your outline presentation, you need to revise your business plan in the following weeks, and write up the International Business Plan Final Report. There are three coaching sessions in weeks 10, 11 & 12, respectively, in which you meet with the instructor in team to discuss the questions/problems you have in writing up the international business plan report. The final report should be about 5,000 words in length, excluding footnotes, references, and appendices, but inclusive of tables and figures. The report should be typed in Word format, including

- 1) Executive summary (Appx.400 words);
- 2) Introduction to the company and the market to enter (Appx.600 words);

- 3) Business model analysis and SWOT analysis (Appx.1,000 words);
- 4) The strategic issues the company needs to address and the entry modes the company should choose in entering the market (Appx.800 words);
- 5) Key management issues the company faces in specific functional areas (marketing, production/logistics, and human resource management), and actions the company is recommended to take to address these issues (Appx2, 200 words).

The final report should be submitted in Word format via LMS no later than 2 days after Week 12 session, 5pm. An assignment cover sheet must be attached to the assignment. You must complete and sign the declaration. You will receive the mark and feedback on the written report of your international business plan within two weeks after submission. The marking criteria are as follows.

### **Marking criteria**

- 1) Ability to identify and evaluate the current business model of the company, the opportunities and threats the company faces in the target market, the strengths and weaknesses of the company in comparison with competitors in the target market, and, most importantly, major strategic and managerial issues the company will have to address in the target market (10%);
- 2) Ability to integrate information, including facts and examples from your own research, to develop a logical and coherent business plan framework for analysis of these strategic and managerial issues (11%);
- 3) Ability to select theoretical constructs learnt from classroom and self-directed reading, and innovatively apply them to creatively addressing these strategic and managerial issues (11%);
- 4) Quality of written presentation and editorial care (3%)

To do well in the International Business Plan report, you need to conduct extensive research on the chosen company and the target country market, read relevant chapters of the textbook and additional readings as indicated in the Study Schedule, relate your analysis and argument to what are discussed in these readings and seminars, and reflect on the feedback on your proposal provided by peer students and the instructor.

### **Minutes of Group Meetings**

In undertaking the International Business Plan project, each student in the team needs to prepare a record of all group meetings to facilitate marking of this team-based assignment. The Minutes of Group Meetings should include 1) date & place of each meeting; 2) attendees of each meeting; 3) allocation of work to each member of the team; and 4) main issues discussed and decisions made at each meeting. You must submit the Minutes of Group Meetings to the instructor via LMS when you submit the final report of International Business Plan. An assignment cover sheet must be attached to Minutes of Group meetings.

If problems arise in the team, the team should first try to resolve the problems within the team, and record the process in the Minutes of Group Meetings. If the problems cannot be resolved within the team, you need to consult with the instructor on possible solutions.

The instructor will assess the performance of individual members in this assignment based on the Minutes of Group Meetings and the instructor's interaction with team members. The assessment of individual performance will focus on 1) attendance of group meetings; 2) collaboration with team members; and 3) performance in completing the assigned task for the business plan project.

### **3. Engagement: 15%**

Students are required to actively engage in learning activities in the Unit, especially the in-class discussion and the online discussion forum.

#### **In-class discussion**

During each seminar, the instructor may organize various activities including case study, video, and group discussion. Students are required to actively participate in these in-class learning activities, particularly discussion on the selected case studies.

#### **Online discussion forum**

Each student needs to choose one of the five topics listed below to write a short essay of approximately 700 words (excluding references), and post it to the Forum no later than 5pm, 2 days after Week 7 session. After posing your essay, each student needs to write a comment of approximately 500 words (excluding references) on one essay posted by another student on a topic different from yours, and post your comment on the essay in no later than 2 days after the Week 10 session, 5pm. After posting your comment, you need to compile a portfolio consisting of 1) your essay posted; 2) the essay posted by another student which you wish to comment; and 3) your comment on the essay posted by another student. You need to submit the portfolio via LMS no later than 1 day before the Week 11 session, 5pm. You will receive the mark and feedback on your participation two or three weeks after submission of the portfolio.

The Discussion Forum is intended to function as an online workshop for constructive exchange of ideas and experiences. Professional standards of behaviour should be observed as well as respect and goodwill. Discussion should be based on readings and videos required in the Unit and class discussions. Discussion topics include:

- According to Hofstede (2007), Asian cultures bear some common features? What are they? How do these features influence management in Asia? If you were hired as a CEO who manages the subsidiary of an Australian company in an Asian country, how would you manage the subsidiary in the Asian cultural context?
- Buckley (2011) proposed the concept "global factory". What does the concept mean? What are the implications of the concept for international business? If you were to establish a firm of your own, how would you leverage the global factory to develop your firm into a successful international business?
- According to Mathews (2006), what strategy do firms from emerging Asian economies take to catch up with firms from advanced economies? If you were hired as a CEO of a firm based in an Asian emerging economy, how would you take this strategy to develop your firm into a "dragon multinational"?
- According to Santos and Williamson (2015), many multinationals based in advanced economies have failed in competition with local firms in emerging economies. Why did these multinationals fail? If you were hired as a CEO of

one of such multinationals, what would you do to address the challenges you face in emerging economies?

- According to Porter and Kramer (2011), firms need to create shared value. What does “creating shared value” mean? How does this approach differ from prior approach to corporate social responsibility? How should a company create shared value in an international business context?

. The marking criteria for in-class discussion and online discussion forum are as follows.

#### **Marking criteria for in-class discussion (5%)**

- 1) Relevance to what are discussed in the Unit, and awareness of readings and videos as required in the Unit (2%);
- 2) Ability to select theoretical constructs learnt from self-directed readings and seminars, and innovatively apply them to addressing the issues under discussion (2%);
- 3) Quality of oral communication (1%).

#### **Marking criteria for online discussion forum 10%**

- 1) Relevance to what are discussed in the Unit, and awareness of readings and videos as required in the Unit (4%);
- 2) Ability to select theoretical constructs learnt from self-directed readings and seminars, and innovatively apply them to addressing the issues under discussion (3%);
- 3) Quality of written presentation (3%).

To do well in engagement, you need to attend all seminars, read the required readings, view videos as required, and relate your analysis and argument to what are discussed in these readings, videos and seminars.

#### **4. Final exam: 35% (Approximately 180 minutes)**

The final exam will be in Week 14. The exam is closed book, consisting of multiple choice questions and case/essay questions.

#### **Assignment submission**

- If you are facing difficulties in completing your assignments, you should consult your Lecturer and Unit Coordinator before the due date.
- Requests for extensions to submission deadlines must be made before the due date in writing to local lecturer, providing evidence to substantiate the reasons for the request.
- Late assignments will be penalised 10% of the total available mark for each calendar day or part thereof that the assignment is late.
- Where an assignment is submitted later than one week past the due date, without a granted extension, staff may choose to provide feedback only on the assignment and not provide a mark.

## Referencing style

In writing the International Business Plan report, you can follow either the APA reference style or the Chicago referencing style, but you must use one of them consistently throughout the proposal and report. The two referencing styles can be found at <http://our.murdoch.edu.au/Student-life/Study-successfully/Online-and-Print-Resources/referencing>

## Determination of the final grade

- It is important to submit all prescribed assignments and sit the final exam;
- See pages 8-10 of the Unit Guide on how the indicative percentages of each component combined to form the final grade;
- A deferred exam is available due to medical or any unforeseen circumstances. Prior permission should be obtained from the Examinations Office;
- Supplementary assessment and exam shall be at the discretion of the Unit Coordinator;
- There is a possibility of marks being moderated to ensure equity of marking and consistency across examinations on different offerings of the unit;
- The final grade is based on the percentage range of your marks as illustrated in the table below.

### Grades and Marks

Notation	Grade	Percentage Range
HD	High Distinction	80 – 100
D	Distinction	70 – 79
C	Credit	60 – 69
P	Pass	50 – 59
N	Fail	Below 50
DNS	Fail	Fail, the student failed to participate in assessment components that had a combined weighting of 50% or more of the final mark.
SA	Supplementary Assignment	41 – 49*
SX	Supplementary Exam	41 – 49*

\*The award of the grade of SA or SX shall be at the discretion of the Unit Coordinator

# LEARNING GUIDE

This Unit consists of 8 seminars organized into three modules and 4 structured coaching sessions

## MODULE 1: GLOBAL BUSINESS ENVIRONMENT

The module discusses the changes in the global business environment in recent decades. It includes three seminars.

The first seminar is about accelerated globalization and the rise of emerging markets in Asia. Key issues to be discussed include:

- In what ways has globalization accelerated?
- What have driven globalization?
- What are the benefits and costs of globalization?
- How does globalization affect business and management?
- What does the rise of emerging economies in Asia mean to firms in this region?

The second seminar is about cross-border differences in political economy and culture against accelerated globalization. Key issues to be discussed include:

- How do countries differ in political system, economic system, and culture?
- How do country differences affect economic development? What has led to the Asian miracle in recent years?
- How do country differences affect business operations in this region?
- Do you agree with Francis Fukuyama or Samuel Huntington on where the world is heading? Please justify your argument with evidence.

The third seminar is about cross-country linkage and regional integration in the Asia Pacific region. Countries that differ significantly in political economy and culture are increasingly connected by cross-country flows of goods, investments and currencies. Economic integration accelerated in the Asia Pacific region in recent years. Key issues to be discussed include:

- Why do countries trade with each other, and invest in foreign countries?
- Should national governments intervene in cross-country flows of goods and investment or leave the flows to the hand of free market forces?
- What determine the change in foreign exchange rates? How are foreign exchange rates managed by national governments and the international community?
- What role does a foreign exchange market play?
- What are the major foreign exchange risks? How to deal with these risks?
- What does Asia Pacific economic integration mean to firms in this region?

The discussion will provide you with a broad picture of the changing global context in which a business is operating today, and will help you think and analyse the strategy and management issues to be discussed in the following two modules.

# Seminar 1. Introduction: Globalization and the Rise of Asia

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## Session description

The session introduces students to the field of global business, including key information about the unit as described in this UILG. The session then discusses changes in the landscape of the global business environment characterised by accelerated globalization and the rise of emerging markets in Asia. The discussion focuses on the benefits and costs of globalization, and the impact of the changing global business environment on business operations.

## What you need to do

Students are expected to go through the readings and YouTube videos specified in the Study Schedule as well as the podcast and quiz related to this topic prior to attending the seminar, and do the assignments indicated in the Study Schedule after the seminar.

## Learning outcome

Demonstrate knowledge of international business, particularly in Asia (ULO 1).

## Key concepts

- Globalization of market
- Globalization of production
- Emerging markets

## Resources for the session

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for this section as indicated in the Study Schedule. You also need to search for additional information from various online sources.

## Learning activities/tasks

Students will be required to read and debate case studies.

## **Seminar 2. Country Difference and the Myth of Asia**

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### **Session description**

Cross-border differences in political economy and culture persist despite accelerated globalization. This session discusses differences in political system, economic system, legal system, and culture between nations, particularly between Asian nations and other parts of the world. The session focuses on how the differences affect economic development as well as business operations.

### **What you need to do**

Students are expected to go through the readings and YouTube videos specified in the Study Schedule as well as the podcast and quiz related to this topic prior to attending the seminar, and do the assignments indicated in the Study Schedule after the seminar.

### **Learning outcome**

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Display the capability to think across cultures and contexts (ULO 6)

### **Key concepts**

- Political economy
- Culture
- Hofstede
- Variety of Capitalism

### **Resources for the session**

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for this section as indicated in the Study Schedule. You also need to search for additional information from various online sources.

### **Learning activities/tasks**

Students will be required to read and debate case studies.

## **Seminar 3. Cross-country Linkage and Regional Integration in the Asia Pacific**

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### **Session description**

The session discusses international flows of goods, investment, and currencies, and regional integration in the Asia Pacific region. The session focuses on theoretical rationales for cross-border linkage, government policy toward cross-border linkage, and implications of cross-country linkage for managing a global business in the Asia Pacific region.

### **What you need to do**

Students are expected to go through the readings and YouTube videos specified in the Study Schedule as well as the podcast and quiz related to this topic prior to attending the seminar, and do the assignments indicated in the Study Schedule after the seminar.

### **Learning outcome**

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).

### **Key concepts**

- International trade
- Foreign direct investment
- Foreign exchange
- Regional integration

### **Resources for the session**

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for this section as indicated in the Study Schedule. You also need to search for additional information from various online sources.

### **Learning activities/tasks**

Students will be required to read and debate case studies.

## **MODULE 2: GLOBAL STRATEGIC THINKING AND MARKET ENTRY**

This module introduces some frameworks, analytical tools, and concepts that help managers think strategically about how to deal with the opportunities and challenges they face in the rapidly changing global business environment. It includes two seminars and one coaching session.

The first seminar, global strategic thinking, focuses on four strategic choices of dealing with two major pressures in global business and the corresponding organizational structures. It also discusses the problems with the framework of the four strategic choices, the emerging approach to incorporating corporate social responsibility into strategy, and some analytical tools. Key issues to be discussed include:

- What are the two major pressures faced by managers in international business? How should managers deal with these pressures?
- What is an international strategy, a global strategy, a localization strategy, and a transnational strategy?
- What is an international division structure, a worldwide area structure, a worldwide product structure, and a global matrix structure?
- How are the four strategic choices related to the four organizational structures?
- What is shared-value creation? How can firms incorporate corporate social responsibility into strategy to create shared value in international business, especially in the Asian context?

The second seminar, market entry and strategic alliances, focuses on strategic decisions on how to enter a foreign market, including which market to enter, at what time, on what scale, and by what entry mode. In particular, it introduces specific entry modes and various strategic alliances. Key issues to be discussed include:

- How to make decisions on which foreign market to enter, at what time, and on what scale?
- What make Asian countries attractive or unattractive to foreign investors?
- What are the six major entry modes? What are the advantages and disadvantages of each of these entry modes?
- What are the major types of international strategic alliances? What are the challenges that managers face in making the strategic alliances work?

The coaching session consists of a simulation in which each team present their international business plan proposal to the Board of Directors using powerpoint slides, while the rest of the class and the instructor act as the Directors to provide feedback on the proposal. The international business plan proposal should focus on the choice of a foreign market, of strategy, and of entry mode for your company.

# Seminar 4. Global Strategic Thinking

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## Session description

The session discusses a popular strategic framework in which managers choose among four strategies and corresponding organizational forms for a global business. The session further points out drawbacks of the framework, and advises managers to innovatively incorporate ethics and CSR into strategic thinking in order to create shared value in global business. The session ends in introducing some useful strategic analytical tools.

## What you need to do

Students are expected to go through the readings and YouTube videos specified in the Study Schedule as well as the podcast and quiz related to this topic prior to attending the seminar, and do the assignments indicated in the Study Schedule after the seminar.

## Learning outcome

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Exhibit effective verbal, written, digital, and team interpersonal skills in working with stakeholders in a variety of contexts (ULO 3).
- Integrate knowledge of ethical and sustainability issues into professional and personal practices (ULO 7)

## Key concepts

- Transnational, global, international, and localization strategies
- Shared-value creation
- SWOT analysis
- Business model and strategic positioning

## Resources for the session

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for this section as indicated in the Study Schedule. You also need to search for additional information from various online sources.

## Learning activities/tasks

Students will be required to read and debate case studies.

# **Coaching 1. International Business Plan Proposal**

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## **Session description**

The coaching session consists of a simulation in which each team present their international business plan proposal to the Board of Directors using powerpoint slides, while the rest of the class and the instructor act as the Directors to provide feedback to the proposal. The international business plan proposal should focus on the choice of a foreign market, of the strategy, and of entry mode for your company.

## **What you need to do**

Students are expected to work in team to prepare for the international business plan proposal before the coaching session. In the coaching session, students need to formally present the proposal to the Board of Directors for feedback and suggestions. To do well in the session, students need to actively participate in the previous seminars and do the readings related to the seminars.

## **Learning outcome**

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Exhibit effective verbal, written, digital, and team interpersonal skills in working with stakeholders in a variety of contexts (ULO 3).
- Evaluate issues and problems and structure evidence-based conclusions (ULO 4)
- Employ individual and team learning strategies that promote intentional learning (ULO 5)
- Integrate knowledge of ethical and sustainability issues into professional and personal practices (ULO 7)

## **Key concepts**

- Business model
- Strategy, entry mode

## **Resources for the session**

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for the previous five seminar sessions as indicated in the Study Schedule. You also need to search for additional information from various online sources.

## **Learning activities/tasks**

Students will be required to actively participate in the simulation.

# **Seminar 5. Market Entry and Strategic Alliances**

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## **Session description**

The session introduces students to major decisions on entering a foreign market, including the choice of a foreign market to enter, the choice of entry timing, the choice of entry scale, and the choice of entry modes. It also discusses what types of strategic alliances a firm may form with local partners in a foreign market, and how to make an international strategic alliance work.

## **What you need to do**

Students are expected to go through the readings and YouTube videos specified in the Study Schedule as well as the podcast and quiz related to this topic prior to attending the seminar, and do the assignments indicated in the Study Schedule after the seminar.

## **Learning outcome**

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Evaluate issues and problems and structure evidence-based conclusions (ULO 4)
- Employ individual and team learning strategies that promote intentional learning (ULO 5)

## **Key concepts**

- Exporting
- Turnkey
- Licensing
- Franchising
- Joint venture
- Wholly owned subsidiary

## **Resources for the session**

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for this section as indicated in the Study Schedule. You also need to search for additional information from various online sources.

## **Learning activities/tasks**

Students will be required to read and debate case studies.

## **MODULE 3: FUNCTIONAL MANAGEMENT AND IMPLEMENTATION**

Module Description: This module discusses management issues in major functional areas in international business. These issues are, to a degree, related to implementation of the strategies discussed in the last module. It includes three seminars.

The first seminar, global marketing, focuses on the marketing mix in an international context, especially the tension between global elements and local elements in the marketing mix. It also examines R&D in an international business. Key issues to be discussed include:

- Can a firm sell the same product in the same way around the world?
- Why is market segmentation important in international business?
- What are the main reasons for product localization?
- What are the major pricing strategies in international business?
- Under what circumstances should a firm adopt a push or a pull promotion strategy?
- What are the major challenges a firm faces in international distribution?
- How should a firm deal with R&D failure in international business?

The second seminar, production and logistics, focuses on critical decisions a firm manager has to make in international production and supply chain management, including the decision on where to produce, and the decision on “make-or-buy”. Key issues to be discussed include:

- What are the major factors that influence the decision on centralizing or decentralizing production facilities in an international business?
- What are the major factors that influence the decision on vertical integration or outsourcing in an international business?
- What are the major challenges a firm faces in global supply chain management?

The third seminar, global human resource management, focuses on staffing policy, expatriate management, and local workforce management in international business. Key issues to be discussed include:

- What are the advantages and disadvantages of each of the three staffing policies: ethnocentric, polycentric, and geocentric?
- What are the major factors that lead to expatriate failure? How to address expatriate failure?
- How to manage local labour force in relation to local talents and labour rights?

The discussion will help you think about the challenges a manager faces in specific functional areas in an international business and possible approaches to dealing with these challenges. You need to relate these issues to your business plan, and discuss the issues that are relevant to your business plan in your final report.

## **Seminar 6. Global Marketing and R&D**

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### **Session description**

The session introduces students to the concepts of marketing mix or marketing 5 Ps: people, product, price, place and promotion. It examines the tension between global standardization and local differentiation in international marketing, focusing on how to market products and services in foreign markets with different levels of economic development, different cultures, and different technical standards. It also discusses the role R&D plays in global marketing.

### **What you need to do**

Students are expected to go through the readings and YouTube videos specified in the Study Schedule as well as the podcast and quiz related to this topic prior to attending the seminar, and do the assignments indicated in the Study Schedule after the seminar.

### **Learning outcome**

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Evaluate issues and problems and structure evidence-based conclusions (ULO 4)
- Employ individual and team learning strategies that promote intentional learning (ULO 5)
- Display the capability to think across cultures and contexts (ULO 6)

### **Key concepts**

- Marketing mix
- Product attributes
- Strategic pricing
- Push and Pull strategies
- Distribution channel

### **Resources for the session**

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for this section as indicated in the Study Schedule. You also need to search for additional information from various online sources.

### **Learning activities/tasks**

Students will be required to read and debate case studies.

# **Seminar 7. Global Production and Logistics**

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## **Session description**

The session introduces students to the major decisions that executives have to make in managing production operations across national borders, including product quality, the choice of location and the choice of make-or-buy. It then discusses the major issues of supply chain management in international business, including just-in-time management, supply quality, and the role of information technology.

## **What you need to do**

Students are expected to go through the readings and YouTube videos specified in the Study Schedule as well as the podcast and quiz related to this topic prior to attending the seminar, and do the assignments indicated in the Study Schedule after the seminar.

## **Learning outcome**

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Evaluate issues and problems and structure evidence-based conclusions (ULO 4)
- Employ individual and team learning strategies that promote intentional learning (ULO 5)
- Display the capability to think across cultures and contexts (ULO 6)

## **Key concepts**

- Minimal efficiency scale
- Lean production
- Value-to-weight ratio
- Make-or-Buy
- Just-in-time

## **Resources for the session**

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for this section as indicated in the Study Schedule. You also need to search for additional information from various online sources.

## **Learning activities/tasks**

Students will be required to read and debate case studies.

# **Seminar 8. Global Human Resource Management**

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## **Session description**

The session introduces students to the major human resource management issues that executives face in managing a global business, including staffing policy, expatriate management, and local workforce management.

## **What you need to do**

Students are expected to go through the readings and YouTube videos specified in the Study Schedule as well as the podcast and quiz related to this topic prior to attending the seminar, and do the assignments indicated in the Study Schedule after the seminar.

## **Learning outcome**

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Evaluate issues and problems and structure evidence-based conclusions (ULO 4)
- Employ individual and team learning strategies that promote intentional learning (ULO 5)
- Integrate knowledge of ethical and sustainability issues into professional and personal practices (ULO 7)

## **Key concepts**

- Ethnocentric staffing
- Polycentric staffing
- Geocentric staffing
- Expatriate failure
- Labour rights

## **Resources for the session**

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for this section as indicated in the Study Schedule. You also need to search for additional information from various online sources.

## **Learning activities/tasks**

Students will be required to read and debate case studies.

## **COACHING: INTERNATIONAL BUSINESS PLAN REPORT**

Description: In the last three coaching sessions, students meet with the instructor in team, and discuss the questions they have in writing up the international business plan report.

Before the coaching sessions, it is important that students work in team to prepare for the international business plan report, and figure out questions/problems in relation to the international business plan report. The questions/problems may be related to the strategy choices, the entry choices, marketing, human resource management, production and supply chain management, corporate social responsibility, etc..

The coaching is structured as ‘open’ sessions in which students and the instructor interact to explore and address the ‘real’ problems the chosen company faces in entering a new market. In the coaching sessions, the instructor facilitates students in finding out solutions to the questions/problems they have in writing up the international business plan.

# Coaching 2. International Business Plan Report

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## Session description

The coaching session provides an opportunity for students to consult with the instructor in team on the questions and problems they have in writing up the international business plan report.

## What you need to do

Students are expected to work in team to prepare for the international business plan report before the coaching session. In the coaching session, students need to discuss with the instructor about the questions/problems they have in writing up the international business plan report.

## Learning outcome

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Exhibit effective verbal, written, digital, and team interpersonal skills in working with stakeholders in a variety of contexts (ULO 3).
- Evaluate issues and problems and structure evidence-based conclusions (ULO 4)
- Employ individual and team learning strategies that promote intentional learning (ULO 5)
- Integrate knowledge of ethical and sustainability issues into professional and personal practices (ULO 7)

## Key concepts

- Those in previous sessions

## Resources for the session

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for the previous eight seminar sessions as indicated in the Study Schedule. You also need to search for additional information from various online sources.

## Learning activities/tasks

Students will be required to actively participate in consultation session.

# Coaching 3. International Business Plan Report

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## Session description

The coaching session provides an opportunity for students to consult with the instructor in team on the questions and problems they have in writing up the international business plan report.

## What you need to do

Students are expected to work in team to prepare for the international business plan report before the coaching session. In the coaching session, students need to discuss with the instructor about the questions/problems they have in writing up the international business plan report.

## Learning outcome

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Exhibit effective verbal, written, digital, and team interpersonal skills in working with stakeholders in a variety of contexts (ULO 3).
- Evaluate issues and problems and structure evidence-based conclusions (ULO 4)
- Employ individual and team learning strategies that promote intentional learning (ULO 5)
- Integrate knowledge of ethical and sustainability issues into professional and personal practices (ULO 7)

## Key concepts

- Those in previous sessions

## Resources for the session

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for the previous eight seminar sessions as indicated in the Study Schedule. You also need to search for additional information from various online sources.

## Learning activities/tasks

Students will be required to actively participate in consultation session.

# Coaching 4. International Business Plan Report

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## Session description

The coaching session provides an opportunity for students to consult with the instructor in team on the questions and problems they have in writing up the international business plan report.

## What you need to do

Students are expected to work in team to prepare for the international business plan report before the coaching session. In the coaching session, students need to discuss with the instructor about the questions/problems they have in writing up the international business plan report.

## Learning outcome

- Demonstrate knowledge of international business, particularly in Asia (ULO 1).
- Apply international business knowledge in practical contexts (ULO 2).
- Exhibit effective verbal, written, digital, and team interpersonal skills in working with stakeholders in a variety of contexts (ULO 3).
- Evaluate issues and problems and structure evidence-based conclusions (ULO 4)
- Employ individual and team learning strategies that promote intentional learning (ULO 5)
- Integrate knowledge of ethical and sustainability issues into professional and personal practices (ULO 7)

## Key concepts

- Those in previous sessions

## Resources for the session

The main resources for the session are the relevant chapter (s) of the prescribed textbook and additional readings for the previous eight seminar sessions as indicated in the Study Schedule. You also need to search for additional information from various online sources.

## Learning activities/tasks

Students will be required to actively participate in consultation session.

## **EXAM**

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Week 13 is Study Break, and Week 14 is exam week (see page 14 for details of exam).

**\ ----- End of UILG ----- /**