International Management is an introductory unit dealing with the globalisation of business and the management of those businesses. The focus is on those business activities that cross national boundaries including movements of goods, services, capital, personnel and technology. The unit presents conceptual frameworks for the analysis of international business management problems and issues encountered by multinational corporations as well as small and medium-sized enterprises engaged in exporting and other forms of international business. This includes such topics as the interaction of international business firms with host country economic, political, social and cultural environments; political and business risk analysis; formation and management of international joint ventures; multi-national organisation structure and design; formulation of global business strategies, policies and planning and control systems; the characteristics of international managers and their selection, training and career management; the management of expatriate and foreign workforces; ethics and international business.
Contact details

Lecturer’s

  e-mail: smith@ecl.uwa.edu.au
  phone: 018 6488 1441
  fax: 018 6488 1072
  consultation hours: Available in office most days
  room: 2.05 GP3 Building, Myers St, Nedlands
  lecture/tutorial times: See schedule in this guide
  venue: Building M, Untar, JI S. Parman #1 Grogol

Your lecturer  Professor Roger Smith
PhD (Bath) MBA (Sask.) BSc DipEd (UWA) FIMC (Aust) CMC

My career has been extensive and has included fifteen years in the chemical and mining industries in Australia and Canada in the areas of production management, systems analysis and training and development. I also spent ten years as a university lecturer specialising in organisational analysis, design and development, corporate planning and human resource management.

For the period 1982-1996 I worked as a management consultant and am still a Director of Compass International Pty Ltd, a Perth based consulting company. As well as consulting to a number of local organisations I have worked on many overseas projects in Indonesia, Nepal, Malaysia, Thailand and Mauritius either in the private sector or with UNDP, ILO, AusAID or the World Bank (IBRD). In addition, I have jointly owned and operated a private education export business in WA.

I am currently an adjunct member of the faculty of the GSM and have joint responsibility (with Untar) for administration of the GSM’s Jakarta MBA programme. My latest publication, "Mind for Hire" and an earlier book, "Maxims for Managers" followed two co-authored books, "The Jindalee Factor" and "From Black Hole to Blue Sky". Currently I am working on a practical guide for managers on "Going Global" and have produced a set of eclectic material called "Management Allsorts" for use in my Management and Consulting unit.

I’m happily married, have an assortment of children and grandchildren and am an active sculler and sailor who enjoys winning but often doesn’t.
Introduction

Competing in international markets has become a crucial activity for most corporations and even for many small to medium size companies. Setting up facilities in different countries, transfer of managers across national boundaries and increases in international trading have had profound implications on the design and operation of organisations that have internationalised or "globalised".

These developments have also impacted upon organisations which have "stayed home" yet found themselves competing against "intruders" from abroad. As we are finding, our home market is everyone else's export market.

Such developments have also created the need for managers in many organisations to adapt and change to meet the demands created by the new environment they face. Management is now a multi-national and multi-cultural issue, or, in the new jargon, a "global" issue. To confuse things a little however, it is only the economic environment that has expanded globally.

The political environment has remained nationally defined whilst people's cultural identities have become more focussed into areas generally smaller than a nation.

Paul Beamish, a distinguished Canadian academic, has defined internationalisation as:

"------------- the evolving awareness and acknowledgement by the manager/organisation/country of the impact of non-domestic forces on its economic future, and the translation of the latter into new attitudes and behaviours regarding the establishment and conduct of transactions with those in, and from, other countries".

This unit concentrates upon international business and its management generally but places some emphasis on the area of most importance to Australia i.e. Asia.

Whilst we are reasonably familiar with trade and business in our traditional European and American markets whose business philosophies, ethics and operations are similar to ours, we are not so familiar or comfortable working in the Asian region despite the great increase in our business dealings in this region.

Should you ever find yourself working for an international enterprise or having to deal with these enterprises in the course of your career, the knowledge and experience you gain through the completion of this unit should give you a sound base for success in such activities. If you already work in such an enterprise this unit should give you additional knowledge and understanding of their operation and management.

Students of International Management must realise, however, that much of the information they study about how to do business in the global arena does not fit into nice, neat categories. Research results are often conflicting, and serious questions can be raised about previously accepted findings. In addition, the area is very dynamic and the workable solutions of today are often not applicable tomorrow. None-the-less, this unit should provide a good starting framework for the student or manager interested in the topic.

Other units in international business - International Finance, International Marketing, International Business Law, Business Strategy for the Asia Pacific Region, for example - give more depth to the areas introduced in this unit.
Objectives of the Unit
At the completion of this Unit, students should be able to:

1. Explain the 'what', 'why' and 'how' of the internationalisation process and the impact of this process on international trade and business.

2. Discuss the major strategic, organisational and operational issues facing managers in companies with international operations and explain how these issues affect management processes and results.

3. Explain the impact that cultural differences have upon organisational and management behaviour in international enterprises.

4. Discuss how the various functional tasks are integrated to achieve objectives in international enterprise operation.

5. Examine case studies involving international enterprise operation and analyse them in order to identify problems and opportunities they have faced and the effectiveness of their responses to them.

6. Produce written evidence in the form of a major report that indicates their understanding of at least one significant aspect of international management.

7. Work in an international enterprise, or in an environment that includes international enterprises, with an understanding of the complexities involved and with basic knowledge of what to expect in terms of management behaviour.

The unit has been structured with the following principles in mind.

. Clearly expressed objectives that reflect the unit content.

. An emphasis on learning rather than teaching and on learning from each other.

Whilst the lecturer determines content, students determine the manner of communication to which they will respond most positively. The lecturer does not have all the answers in regard to managing internationally!!

. Considerable scope for student participation and activity in a supportive environment where a touch of humour is not considered unseemly.

. Opportunity for students to work both independently and in groups at more or less their own pace.

. Final assessment based on an accumulation of marks from a variety of sources.

It should be noted that failure to understand material at first contact is no great concern-- uncertainty, tentativeness and questioning are acceptable initial responses in regard to unit content and presentation. Active response in some form is more desirable than passive acceptance.

Everyone has something of value to contribute and active participation in discussions, cases and exercises is expected.

You can probably pass this unit with a minimum of work providing you follow this guide, scan the written material, turn up for classes and listen and submit assignments that just satisfy the requirements. However, if you want at least a distinction accompanied by a thorough understanding of the unit, then you should take the following steps:
• Get ahead with your reading and prepare summaries of what you read.
• Plan/start assignments well ahead of time and allow time for final polishing and editing. Referencing is vital and you must use the Harvard system.
• When working in a group, pitch in and do your bit.
• Check the marking criteria for each assignment so you are clear about what I want.
• If you have any doubts about anything relating to the unit, ask me – do not make assumptions.

The unit content and schedule is based mainly on the text and will cover the following topics:

Topic 1: Introductory Session. An orientation to management and the unit - its content, method and assessment procedures.

Topic 2: International Trade and Business Overview. Includes the preface to the text and material presented by the lecturer.


Prerequisites

There are no prerequisites

Textbook

Required text


NOTE: Handout articles, copies of overhead transparencies used and other supporting materials I use are contained in the Folio that will be distributed to the class. A feature of this Folio is a starter list of books and articles that cover most aspects of the unit. Because it is a folio of assorted material I have collected or written it presents as a rather mixed and inconsistent looking set of documents rather than a professionally produced book. Do not be put off, there is some interesting and stimulating material contained within the covers.
[Recommended reading:


(INTERNATIONAL BUSINESS RESOURCES ON THE WEB - http://ciber.bus.msu.edu/busres.htm)

Note: This unit study guide, the text and the Folio need to be brought to every class session.

Useful web sites:

Many web sites are listed or noted in the text but the following are helpful general sites:

Asia Pacific Forum – www.mcb.co.uk/apmforum/nethome.htm

IMD (Lausanne) – www.imd.ch/wcy.html

World Trade Organisation – www.wto.org

Ernst Young, country information – www.eyi.com


East Asia Analytical Unit (DFAT)- www.dfat.gov.au/eaau

Austrade – www.austrade.gov.au

Ausindustry – www.business.gov.au

Institute of SE Asian Studies (Singapore) – www.iseas.edu.sg/pub.html

USA Industry Trade Association – www.ita.doc.gov/

Indonesia Trade Links - www.tradeindonesia.com/links.htm

Site for foreigners living and working in Indonesia – www.expat.or.id

Views about British expatriates www.britishexpat.com

Research on spouse issues www.the trailingspouse.com
Seminar/Tutorial topics –Schedule

The unit is presented in two teaching blocks integrated with weekly directed tutorial sessions.

There are five sessions in each teaching block. Each evening programme consists of one session of three hours and the full day programme consists of three sessions of approximately three hours each. Each session includes lecture/discussion and consideration of case studies interspersed with rest and snack breaks as appropriate.

Each tutorial session normally lasts for one and a half hours and offers an opportunity for further discussion and clarification of material presented in the block sessions.

VERY IMPORTANT

Students should be well prepared for the module material to be considered at each block session and tutorial session BY READING OR RE-READING the Folio and the relevant text material and associated cases allocated.

THIS MEANS PREPARATION FOR THE BLOCK SESSIONS ESPECIALLY. (See schedule below.)

Each of the block session contents is noted in the schedule but its treatment will be approached flexibly so some content could move forward to the next session or back to the previous session. In other words we will cover the material but not necessarily in exactly the order given.

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VERY IMPORTANT ITEM

During the week prior to the first block session you should scan all the unit material handed to you by Untar and read carefully the material to be covered in the first block session. If you do not do this we waste valuable class discussion time while people catch up with the reading – this is not fair on the lecturer or other students who are prepared.

*****************************************************************************************************************
Week 1 (Commencing Sunday 18/9/05)

Essential preparation: Student reading of material/cases for the first block session.

Block Teaching. Lecturer Prof. R. Smith
Session 1. 6.30pm – 9.30 pm Thursday 22/9/05
Session 2. 6.30pm – 9.30pm Friday 23/9/05
Session 3. 9.00am - 12.00 Saturday 24/9/05
Session 4. 12.00 – 3.00pm Saturday 24/9/05
Session 5. 3.00pm - 6.00pm Saturday 24/9/05

Session 1

TOPIC 1 – Introductory Session
- Introductions and discussion on experience, motivation and expectations
- Discussion on various aspects of the management task
- Overview of the International Management unit and study of the student guide, the learning methods and assessment approach and the text.
- Mini case study “Malaysian Adventure” attached to this guide
- Consideration of the Folio Introductory material
- Decision making/problem solving process/case studies
- Introduction to the Starter Reference List

Session 2

TOPIC 2 - International Trade and Business Overview
- Lecture on International Trade and Business
- Discussion on text Preface by Nancy Adler and Folio Section 1
- Video – The Borderless World (or equivalent)

Session 3

TOPIC 3 – The Global Manager, Culture and Intercultural Effectiveness
- Lecture on the global manager
- Discussion of Text pages1-18, Reading 4 and Folio Section 2
- Group Case Study – Text case 6 - Footwear International

Session 4

TOPIC 3 – Continued
- Lecture on culture
- Discussion of Text pages 19 – 61, and Folio Section 3
- Group Case Studies – Text cases 2 and 3 – David Shorter and Bob Chen (role play)
- Video: Management in Chinese Culture

Session 5

TOPIC 3 - Continued
- Discussion of Text Readings 1,2 and 3
- Text case 7 – Hazelton International
- Text case 8 – An International Project Manager’s Day.
Guide to tutorial sessions

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Week 2 (Commencing Sunday 25/9/05)

(Tutorials are normally held from 8am to 9.30am)

Session 6 Tutorial based on directed study (Saturday 1 October)

* Questions on Part 1 of the Text.
1. Through discussion draw up a Cultural Orientations Framework for Indonesia based on the information in Part 1 of the text and the model shown in Figure 11 on page 48?
2. On page 27 of the text there is a brief introduction to Trompenaar’s cultural dimensions. Prior to the tutorial, find out more about this framework and discuss your findings in the tutorial. How does it compare with the other frameworks discussed in the text?

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Week 3 (Commencing Sunday 2/10/05)

Session 7 Tutorial based on directed study (Saturday 8 October)

* Discussion of Case Study 1 in the Text – Grupo Financiero Inverlat

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Week 4 (Commencing Sunday 9/10/05)

Session 8 Tutorial based on directed study (Saturday 15 October)

* Consider Text Reading 4 and the two questions asked by the researchers (1) What are the key characteristics of effective global leaders? (2) What are the key means of developing these characteristics? (See Description of Research on page 103.) Compare, contrast and critique their research methods and results with your experience and that of your class mates.

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Week 5 (Commencing Sunday 16/10/05)

Session 9 Tutorial based on directed study (22/10/05)

* Discussion of Case Study 4 in the Text – Maria Mancini – Expatriate Compensation.

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Week 6 (Commencing Sunday 23/10/05)

Block Teaching. Lecturer Prof. R. Smith

Session 10. 6.30pm – 9.30pm Thursday 27/10/05
Session 11. 6.30pm - 9.30pm Friday 28/10/05
Session 12. 9.00am - 12.00 Saturday 29/10/05
Session 13. 12.00 – 3.00pm Saturday 29/10/05
Session 14. 3.00pm - 6.00pm Saturday 29/10/05

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Session 10

- Review of Block 1 material.

**TOPIC 4 – Strategy, Structure, HR Systems and Political Risk**

- Lecture on Strategy and Risk
- Discussion on Text pages 187 – 197, Reading 5 and Folio Section 4
- Group Case Study – Text case 10 – Global Multi-Products Chile

Session 11

**TOPIC 4 - Continued**

- Lecture on Organisation and Management
- Discussion on Text pages 199 – 204, Reading 7 and Folio Section 5
- Group Case Study – Text case 11 – ABB Poland

Session 12

**TOPIC 4 – Continued**

- Lecture on HRM
- Discussion on Text pages 204 - 214 and Folio Section 6
- Class Exercise - Who to Hire (to be distributed)
- Video –to be announced

Session 13

**TOPIC 5 – Social Responsibility, Law and Ethics**

- Lecture on Law and Ethics
- Discussion of Text pages423 – 443, Reading 12 and Folio Section 7
- Group Case Study – Text case 19 – Valley Farms International

Session 14

- Lecture on the future of international management
- Summary of unit
- Video - to be announced
- Guide to weeks 7 to 11 content and activities
- Discussion of exam and requirements.

Week 7 (Commencing Sunday 30/10/05)

No tutorial
Week 8 (Commencing Sunday 6/11/05)

**Session 15** Tutorial based on directed study (**Saturday Nov 12**)  
Questions on Part 2 of the Text.  
1. Describe and discuss the costs and benefits of the different modes of international market entry?  
2. Using Reading 7 as a basis, examine and discuss the issues involved in setting up and managing a joint venture?

Week 9 (Commencing Sunday 13/11/05)

**Session 16.** Tutorial based on directed study (**Saturday Nov 19**)  
Discussion of Case Study 12 – Five Star Beer – Pay for Performance

Week 10 (Commencing Sunday 20/11/05)

**Session 17** Tutorial based on directed study (**Saturday Nov 26**)  
* Questions on Part 3 of the Text.  
1. What sort of ethical issues could an expatriate manager expect to have to deal with when working in Indonesia?  
2. Discuss Text Reading 11 in view of the final comments in the article –“----but the idea that managerial decision making can be ethically neutral is bankrupt. It is no longer tenable in the society of the 1980’s and beyond”.

Week 11 (Commencing Sunday 27/11/05)

**Session 18** Tutorial based on directed study (**Saturday 3 Dec.)**  
* Discussion of Case Study 20 – Building Products International – A Crisis Management Strategy  
* Course summary and preparation for exam

**Examination - Saturday 10/12/05**

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**Attendance**

Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process. For this reason the GSM has decided not to move to on-line teaching. It is, therefore, important that you attend classes (and be on time).

More formally, the University regulations state that 'to complete a course or unit a student shall attend prescribed classes, lectures seminars and tutorials. Students whose attendance at MBA units has been unsatisfactory will not be granted a pass grade. Two or more missed classes without prior permission from the lecturer is classified as unsatisfactory. Students should not expect to obtain approval to miss more than two classes per unit, unless there are exceptional circumstances.
Assessment

Assessment Component | Weight | Due date
--- | --- | ---
Tutor mark allocation | 15% | 3/12/05
Short Essay | 10% | 15/10/05
Group case report | 20% | 12/11/05
Major essay | 20% | 26/11/05
Exam | 35% | 10/12/05

The purpose of assessment

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work then gives you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

Standard of assessment

The Graduate School must ensure that the processes of assessment are fair and are designed to maintain the standards of the School and its students. The School follows the University of Western Australia’s grading system:

- HD (Higher Distinction) 80-100%
- D (Distinction) 70-79%
- CR (Credit Pass) 60-69%
- P (Pass) 50-59%
- N+ (Fail) 45-49%
- N (Fail) 0-44%

The School awards marks leading to these grades by using the following general criteria which are prepresented here as an indication of the School’s expectations. These general criteria may be supplemented by specific standards provided with regard to a particular assignment.

- **HD** The student has a clear understanding of theory, concepts and issues relating to the subject and is able to adopt a critical perspective. The student is able to clearly identify the most critical aspects of the task and is able to offer a logically consistent and well articulated analysis within the analytic framework presented in the course. The student is able to draw widely from the academic literature and elsewhere but maintains relevance.

- **D** The student has a clear understanding of theory, concepts and issues relating to the subject. The student is able to develop an analysis of an issue using the analytic framework presented in the course and is able to identify and evaluate the critical issues. The student is able to draw upon relevant academic and other material.

- **CR** The student demonstrates an understanding of the analytic framework developed in the course and a partial understanding of concepts and issues. The student is able to identify some key issues and is able to present a logical discussion, but with some conceptual errors or gaps between analysis and conclusions. The student is able to draw upon an adequate range of references and other materials.

- **P** The student generally takes a descriptive rather than analytic approach to the subject. The student is able to demonstrate some understanding of the issues involved and does demonstrate some ability to apply the analytical framework which had been developed in the course. Draws primarily upon course materials for referencing.

- **N+** The student is unable to demonstrate that he or she understands the core elements of the subject matter. The student is able to provide some insight into issues but misapplies analytic framework developed in course, omitting key factors and, for example, drawing conclusions that are not related to the preceding discussion.

- **N** The student is unable to demonstrate any understanding of the subject matter. Material presented for assessment is unrelated to course framework and shows no effort to identify or address critical aspects of the topic.

The scaling of marks to ensure comparability between classes is an acceptable academic practice. The GSM and Board of Examiners has the right to scale marks where it is considered necessary to maintain consistency and fairness.
Assessment items

1. Tutor mark. The tutor will be allocating a mark based on your attendance record and participation/contribution to the tutorial sessions.

Maximum mark – 15% (individual mark)

2. Short Essay. 1,000 word essay addressing the following:

“What considerations should be taken into account for a firm in Australia that wants to internationalise via a FDI move into Indonesia?”

Extensive referencing is not required, just sufficient to support your argument – about 5-6 would be sufficient. Appendices can be used if they support your argument. The attached marking guide for assignments will be used.

Due date: 15/10/05
Maximum mark – 10 % (individual mark)

3. Group written report answering the questions posed in any one of the three particular class cases studied during the first block session, ie, Japanese-American Seating, Footwear International and Hazelton International.

Case study groups for this assessment item will be named by the lecturer during the first session.
(The mark will be based on how well each question is answered in regard to comprehension of the situation, the use and analysis of evidence and logic to justify your answers and the persuasiveness and readability of your writing. There is a marking guide attached.)

Due date: 12/11/05
Maximum Mark: 20% (group mark)

There is an expectation that all group members will contribute about equally to the preparation and production of case answers to obtain the common group mark and a signed statement by each group member on each submission should indicate that this is accepted. If this is not the case and agreement cannot be reached then the lecturer should be informed and the situation will be resolved in consultation with the group.

4. Preparation of an essay paper based on research on a topic or question chosen from those listed at the end of this guide (Annex 1)

This major paper should be about 2000 words in length, excluding the reference list and any appendices. All sources must be properly referenced (using the Harvard system) – internet included. At least 12 sources should be accessed to support your argument.

Criteria for marking are indicated on the attached assignment marking guide.

Due date: 26/11/05
Maximum mark 20% (individual mark)

5. Final Exam
The final exam will be a set of questions related to a case in international business.
Your answers will need to demonstrate that you have a good grasp of the theoretical material covered during the course as well as evidence that you understand and appreciate the practical aspects of the case.

Exam date: 10/12/05
Maximum mark 35% (individual mark)
Submission of assignments

Hard copy of assignments should be submitted on the due date. Assignments should be handed in to the Untar office for forwarding to the GSM. Late assignments will attract a penalty of 5% per day. This penalty will be waived by the lecturer only in exceptional circumstances. No marks will be awarded to assignments submitted after other students in the class have had their assignments returned.

Marked assignments will be returned to Untar for distribution.

It is the intention that the marked assignments will be returned within two weeks of submission.

(In circumstances where you cannot submit hard copy of assignments, electronic copies sent to the lecturer will be accepted but if you use this alternative you must inform Untar.)

Appeals against assessment marks

In the first instance, students are strongly advised to talk informally to the lecturer about the grade awarded.

The University provides the opportunity for students to lodge an appeal against any mark which he or she feels is unfair. Any student making an appeal is under an obligation to establish a prima facie case by providing particular and substantial reasons for the appeal.

There is a 10 day time limit for making any such appeal. An appeal against academic assessment may result, as appropriate, in an increase or decrease in the mark originally awarded. The University regulations relating to appeals and the form on which the appeal should be lodged can be found in the GSM website.

Acknowledgments and plagiarism

In the course of your individual and group work assignments, you will encounter ideas from many sources. These will include journal and newspaper articles, commentaries, books, web sites and other electronic sources, original case sources, lecture materials. All MBA assignments that you submit must acknowledge all the different sources you have used.

Not to acknowledge your sources is plagiarism, a form of dishonesty. Plagiarism is the misappropriation of the work or ideas of others and presenting them as your own. This is reprehensible from both an ethical and legal viewpoint.

Neither the School nor the University accepts ignorance or the fact that a student's previous acts of plagiarism had been undetected as a defence.

In order to avoid engaging in plagiarism it is your responsibility to acknowledge all of your sources in any work submitted for assessment and it is essential that you reference the work of others correctly. Where you quote directly from a source, you must ensure that any direct quotations are placed in quotation marks and are fully referenced, including the page number where the quote appears. Even when you do not quote directly and are just referring to or expanding on the work of others, you must still acknowledge the sources of your information and ideas. Close paraphrasing in which you change a few phrases around, leave a clause out of a long sentence or put the original sentences in a different order is still plagiarism.

Advice on proper referencing is given below. If you have any doubts concerning appropriate referencing formats or how to acknowledge the work of others correctly, you should seek the advice of your lecturer.
It is GSM policy that no student will profit from plagiarism. Generally, a mark of ‘Fail’ will be recorded for the assignment in which this has occurred, regardless of its other merits or qualities. Serious cases shall be referred to the University’s Board of Discipline. All students should note that cases of copying are automatically reported to the Sub-Dean and documentary evidence along with associated correspondence is placed on the student’s permanent record.

**Referencing**

It is important that the referencing of any sources used in your written work is done properly, if only to substantiate the points you are making in your assignment or project. The Harvard style is the preferred and there are some notes for guidance which have been prepared by the library staff: ‘Citing your sources Harvard Style’ [http://www.library.uwa.edu.au/guides/citingsources/harvard.html](http://www.library.uwa.edu.au/guides/citingsources/harvard.html)

Endnote is a really good system for building up a database of references. Not everyone will want to invest the time in using this system but you should consider it if you intend to build up resource materials or plan to undertake extensive research in a particular area. The library staff have also developed a tutoring package: ‘A Quick Guide to Using EndNote’ which provides the basics for using EndNote with an essay [http://www.library.uwa.edu.au/guides/endnote/tutorial_manual.html](http://www.library.uwa.edu.au/guides/endnote/tutorial_manual.html)

This is linked to from the How to Use EndNote page [http://www.library.uwa.edu.au/guides/endnote/](http://www.library.uwa.edu.au/guides/endnote/) which provides more comprehensive information.
MAJOR ESSAY QUESTIONS

1. Evaluate the role of FDI as a catalyst for change in recipient countries and what a country can do to attract FDI?

2. Choose two cultural frameworks presented in the text and compare and contrast them?

3. Are Western management practices appropriate in a country such as Indonesia? Consider the implications of your conclusions?

4. Discuss the nature of international joint ventures and wholly owned subsidiaries and the positive and negative aspects of each?

5. “A small business is limited in its ability to tackle the international market compared to a MNC.” Do you agree or disagree with this statement – justify your answer?

6. Strategic management is an important component of management for any Western business whether it be domestic or international. Is the same the case for non Western business?

7. The term “international manager” is a misnomer. So-called international managers are usually local managers who happen to find themselves working overseas for a period of time. Discuss this view and justify your agreement or disagreement?

8. “While ethics in business is a favourite topic of corporate conversation, reality does not match the rhetoric.” Considering the international context, does it really matter that reality does not match the rhetoric?

9. Evaluate the differences between domestic and international application of the major business function of human resource management?

10. Evaluate the impact on business of the political and economic characteristics of the Asia Pacific region?

11. Explain how small to medium sized firms can protect themselves from political risk in the international arena? What are the possible costs of so doing?

12. Explain how ethical conflicts can arise when international business people conduct business with persons from other cultures?

13. Present a comprehensive description of what you feel would provide the best HRM strategy for a company operating internationally to select and prepare staff for expatriate management roles?

14. What are the main dangers of entering the international arena without experience in international business and with limited finances? How can the dangers be reduced?

15. What is the role of Government in international business?

16. A small to medium sized firm will only succeed internationally if it has a competitive advantage? How can such firms create a competitive advantage?
17. Women may be capable of managing internationally but it seems they are not acceptable to many companies if the statistics relating to their low participation rate are correct. Why is this so? How can the situation be improved for women managers?

(If none of the above are to your liking then you can choose a particular topic or issue that interests you providing you get the lecturer's permission.)
**Mini Case for Session 1.**

**A Malaysian Adventure.**

An Australian team was negotiating in KL, trying to set up a deal with a Chinese family business in Malaysia. The company was informally structured, and the organisational chart they were shown was obviously inaccurate. For instance, the second son was titled Finance manager, but spent most of his time in marketing. Finance was the responsibility of a sister-in-law, whose name did not appear on the chart. Never-the-less, the president of the Malaysian company, first son of the late founder, impressed his visitors with his obvious sincerity and determination to reach a settlement. After three days, an informal agreement was reached and the young man announced that after sorting out a few last details, he would sign the deal, probably in the next 24 hours.

The Australians congratulated themselves on concluding so rapidly. They looked forward to the opportunity to discuss further collaboration. But for the next two days they heard nothing from the young president and telephone calls failed to reach him.

Then the younger brother appeared. He greatly regretted that no deal could be made. Their widowed mother had refused her eldest son permission to sign. The Australians had neither seen nor heard of the lady before. They discovered that she held no office in the company. However, her family authority translated into absolute right of veto over the company's business.

**Questions**

1. Why were the Australians disappointed? What relationship had they expected to create with the Malaysians? Why did they have these expectations?

2. How could they have protected themselves against this disappointment?

3. How should you respond to the younger brother's announcement - assuming you still want to collaborate?

4. What implications does this case have for international management?
# ASSIGNMENT/ESSAY MARKING SHEET

**ASSIGNMENT/ESSAY:**

Total marks available for this assignment/essay:

**SUBMISSION BY:**

**RESULTS.**

A. General Presentation

<table>
<thead>
<tr>
<th>VG 5</th>
<th>G 4</th>
<th>AV 3</th>
<th>F 2</th>
<th>P 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logic of presentation</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Marks for A =

B. Content

<table>
<thead>
<tr>
<th>Introduction/theme</th>
<th>Conceptual framework</th>
<th>Understanding of theory</th>
<th>Argument clarity</th>
<th>Relation to practice</th>
<th>Use of references</th>
<th>Conclusion</th>
</tr>
</thead>
</table>

Marks for B =

Total Marks, A + B = Percentage = \%

(Note: maximum marks = 50)

FINAL MARK =

Roger Smith
**CASE ANALYSIS MARKING SHEET**

**CASE:**

**Total marks allowed for this case:**

**SUBMISSION BY:**

A. **General Presentation**

<table>
<thead>
<tr>
<th>VG 5</th>
<th>G 4</th>
<th>AV 3</th>
<th>F 2</th>
<th>P 1</th>
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</thead>
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**Marks for A =**

B. **Analysis/Synthesis** (You do not have to use the headings below but your case report must contain the information implied by the headings.)

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<thead>
<tr>
<th>VG 5</th>
<th>G4</th>
<th>AV3</th>
<th>F2</th>
<th>P1</th>
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</thead>
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</table>

**Marks for B =**

**Total marks, A + B =**

**Percentage =**

(Note: Maximum marks = 60)

*FINAL MARK=

(55 marks if no appendices or references)

Roger Smith