This unit is an introduction to the globalisation of business. 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 problems and issues encountered by multinational corporations, 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 a host country's economic, political, social and cultural environments; political and business risk analysis; formation and management of international joint ventures; multinational organisational 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; and ethics and international business.
All material reproduced herein has been copied in accordance with and pursuant to a statutory licence administered by Copyright Agency Limited (CAL), granted to the University of Western Australia pursuant to Part VB of the Copyright Act 1968 (Cth).

Copying of this material by students, except for fair dealing purposes under the Copyright Act, is prohibited. For the purposes of this fair dealing exception, students should be aware that the rule allowing copying, for fair dealing purposes, of 10% of the work, or one chapter/article, applies to the original work from which the excerpt in this course material was taken, and not to the course material itself.

© The University of Western Australia 2006
Contents

UNIT DESCRIPTION
Introduction
The Goal of the Unit
Learning Outcomes
Prerequisites
Key Dates

TEACHING AND LEARNING RESPONSIBILITIES

Teaching and Learning Strategies
Charter of Student Rights
Use of Student Feedback

ASSESSMENT MECHANISM

Purpose of Assessment
Standard of Assessment
Assessment Components
Submission of Assignments
Ethical Scholarship, Academic Literacy and Academic Misconduct
Acknowledgements and Plagiarism
Referencing
Taping of Lectures
Appeals Against Academic Assessment

TEXTBOOK(S) AND RESOURCES

Unit Website
Recommended/Required Text(s)
Additional/Suggested/Alternate Text(s)
Software Requirements
Additional Resources and Reading Material
Reference List
Closed Reserve
Databases

UNIT STRUCTURE

Seminar Schedule
Attendance
Contact details

<table>
<thead>
<tr>
<th>Unit web site URL</th>
<th>Sathya Ganganahalli</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer</td>
<td>e-mail: <a href="mailto:sathya@visionreach.com.au">sathya@visionreach.com.au</a></td>
</tr>
<tr>
<td></td>
<td>phone: 0401 009 854</td>
</tr>
<tr>
<td>Consultation hours:</td>
<td>By appointment (use email or through telephone)</td>
</tr>
<tr>
<td>Lecture day/time</td>
<td>9th, 10th, 11th, 16th and 17th January 2006</td>
</tr>
<tr>
<td>Time</td>
<td>8.30am to 4.15pm and 11th Jan 8.30am to 5.15pm</td>
</tr>
<tr>
<td>Lecture venue</td>
<td>Seminar Room 1</td>
</tr>
</tbody>
</table>

Your lecturer

Sathya Ganganahalli
B.Eng. (Mysore), Dip.MCEng. (Trondheim), MBA (Western Australia), MAust.IM

Sathya is currently a director of Vision Reach Consultants based in Perth. He has over 20 years of industry experience as a Management Consultant, Business Development Manager and Project Manager working at various locations. Experienced in developing and implementing business strategies, strategy mapping, formulating business process improvement systems, cause-effect strategy mapping and pursuing business development in oil and gas, mining, fertiliser, airlines, movie/entertainment and education industries.

Sathya has developed a business case study for a technology company in Perth and published for use in MBA units such as Entrepreneurship & New Business Ventures, Small Business Management, Strategic Management and the Management of Technology & Innovation. Sathya is an industry lecturer for MBA subjects: Business Strategy for the Asia-Pacific Region and Strategic Management at the University of Western Australia.
UNIT DESCRIPTION

Introduction

International Management is an introductory unit on your MBA! It is important that you gain as much benefit from this unit as possible because this unit deals with the globalisation of business. The unit provides a set of knowledge and skills required for managing businesses across different set of environment.

International managers must understand various aspects of managing business and compete in international markets successfully. 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. *Remember our home market is one of the international markets for outsiders.*

The development of globalisation has increased the need for managers in many organisations to adapt and change to meet the demands of new environments they face. Management is now a multi-national and multi-cultural issue (i.e. global issue). To complicate things 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 focussed into areas generally smaller than a nation.

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.

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. The environment is dynamic and the workable solutions at the time of operation often not applicable, therefore the managers must quickly adjust to the changing needs. None-the-less, this unit should provide a good starting framework for the student or managers interested in this topic.

Other units in international business are: International Finance, International Marketing, International Business Law and Business Strategy for the Asia Pacific Region. The unit Business Strategy for the Asia Pacific Region, for example, provide more depth to the areas introduced in this unit.

The goal of the unit

The most important outcome is that you are able to think and act in a strategic way. Overall, the course aims to improve the practice of management that is your ability to manage a variety of environmental and operational situations. These situations may be complex and you should be able to cope with a considerable amount of ambiguity.

With more active approach, you will learn far more than a few theories and interesting case studies, and this will serve you well in understanding international management. Therefore you are required to pre-read and prepare well for the teaching sessions, attend and participate actively in those sessions and hand in assignments on time and doing your fare share of work in group projects.
Learning outcomes

At the completion of this Unit, students should be able to:

1. Explain the 'what', 'why' and 'how' 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.

Prerequisites

There are no prerequisites for this unit.

Key dates

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance and Participation in Class</td>
<td>20%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Individual Assignment</td>
<td>20%</td>
<td>27th Jan 2006</td>
</tr>
<tr>
<td>Group Assignment (Individual 15% + Group Interpretation 20%)</td>
<td>35%</td>
<td>3rd Feb 2006</td>
</tr>
<tr>
<td>Take Home Examination</td>
<td>25%</td>
<td>10th Feb 2006</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
International Management MGMT8505

TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies

This unit requires a high degree of class participation by the students, in discussions and through analysing the cases. Therefore, it is necessary that students prepare and read in advance the relevant concepts and case studies assigned to the seminar.

The study pack has been designed to facilitate learning of the material that includes the text book providing international management concepts with various case studies and a supplementary reading package of additional journal articles.

Students are encouraged to share their (or their colleagues/friends) international business experience in the class room.

Students will have frequent opportunities to work as individual and in groups to apply their understanding.

The individual assignment is to prepare an essay on international management concepts, and the group assignment is based on an organisation of your choice (it may be the organisation you are, or have been, working in) intended to go international for their products and/or services. The group project provides an opportunity for more in-depth investigation where participants will benefit from further investigation of additional sources to strengthen their analysis.

Charter of student rights

This Charter of Student Rights upholds the fundamental rights of students who undertake their education at the University of Western Australia.

It recognises that excellence in teaching and learning requires students to be active participants in their educational experience. It upholds the ethos that in addition to the University's role of awarding formal academic qualifications to students, the University must strive to instil in all students independent scholarly learning, critical judgement, academic integrity and ethical sensitivity. The charter outlines the rights and responsibilities for both students and staff of the university and you are encouraged to refer to the charter at:

Use of student feedback

You will be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Student's Unit Reflective Feedback (SURF). The SPOT is an evaluation of the lecturer and the unit. The SURF is a university wide survey and deals only with the unit. Your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

ASSESSMENT MECHANISM

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.
The 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:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>HD (Higher Distinction)</td>
<td>80-100%</td>
</tr>
<tr>
<td>D (Distinction)</td>
<td>70-79%</td>
</tr>
<tr>
<td>CR (Credit Pass)</td>
<td>60-69%</td>
</tr>
<tr>
<td>P (Pass)</td>
<td>50-59%</td>
</tr>
<tr>
<td>N+ (Fail)</td>
<td>45-49%</td>
</tr>
<tr>
<td>N (Fail)</td>
<td>0-44%</td>
</tr>
</tbody>
</table>

The School awards marks leading to these grades by using the following general criteria which are presented 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 shortcoming. 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 but does not demonstrate the 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 which 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 in 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 components

Assessment 1

Attendance/participation (Mark 10%+10% = 20%)

International management is as much about perspective, judgement, analysis and leadership as knowledge of content. Attendance and participation in class activities and discussions are important to developing these abilities. The marks will be awarded after considering the following.

Attendance means arriving and leaving the class on time. Attendance will be recorded at every session. Please inform us if you have a valid reason for missing a class.

Participation in discussions is harder to measure but essential to International Management. While a minimum participation in discussion is required, we have a broad view of participation, including evidence of prior preparation, alertness and following the flow of class discussions, active and naturally, effective participation in syndicates and class discussions (a thoughtful comment based on good preparation and judgement is worth much more than superficial remarks).

Participation in class, whether it is 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 students shall attend prescribed classes, lectures, seminar and tutorials’. Students whose attendance at MBA units has been unsatisfactory will not be granted a pass grade. More than two 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 2

Individual Assignment (Marks 20%): Research Paper

Please select one of the research topics from the following. Your approach to the paper can be as individual and innovative as you like, however, do make sure you answer the question set in terms of international management/business.

1) Investigate the nature of international joint ventures and wholly owned subsidiaries, and why they have enjoyed varying degrees of success.
2) Evaluate the role of FDI as a “catalyst for change” as well as a possible negative influence on recipient countries/organisations.
3) “While ethics in business is a favourite topic of corporate conversation, presentations and “PR spin”, reality does not match the rhetoric”. How much do you agree with this statement?
4) “A small business is limited in its ability to tackle the international market and should thus leave that market to large MNCs”. Critique the issues raised by this statement.
5) Discuss the difficulties for an Australian business entity going into a country of your choice.
6) 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?
7) 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?

The report shall not be more than 2,000 words (excluding abstract, exhibits, reference list and annexes) should be typed using 1.5 or double spacing with reasonable side margins. As always, quality is more important than quantity. Depth of analysis is paramount in this assignment.

Assessment 3

Individual/Group Project Report (Individual Part: 15% and Group Part: 20%)

During the first session you will be asked to form teams of 4-5 people. You will be encouraged to use the models and theoretical concepts from the course to see how and if they fit, and which ones best explain the international management processes observed.

You are required to submit TWO copies of the assignment and the report must have three sections:

Section 1, must include a thorough group executive summary: not exceeding 500 words, accurately summarizing all the key points of the report, and any background or introduction as necessary.

Section 2, the individual part: each team member is required to develop a mini-case study that must contain the components of international business/management issues (i.e, host country social and cultural drivers, government drivers, market drivers, competitive drivers, organizational structure and entry methods, human resources, etc.). Individual member must select a country and the product/service of his/her choice. The individual member must carry out their individual part with sufficient research and analysis. Individual part should not exceed 2,000 words, but they still must be thorough and comprehensive. It should be an exercise in the skills of providing extensive and relevant information in a short space.

Section 3, will be a group interpretation and evaluation of differences in international management strategies adopted/required in different countries (and different products/services). The issues you might address include, but are not limited to:

- How do they compare?
- What are the similarities and/or differences in developing international management/business strategies?
- What did this tell you about the International Management?
- Why different countries require different approaches?
- Can you adopt a similar set of International Management across all countries?

This should be the results of the team's interpretation, not just that of one individual. It should be around 2,500 words.
Final Exam

Take Home Examination (Marks 25%)

Take home examination will comprise both a case study and essay questions.

Please collect the Case Study and the questions from the GSM first floor after submitting your group assignment. You are allowed to discuss the case study in your groups and use any group and individually prepared materials for answering the examination paper in addition to class notes, textbook and the reading package. Please do not source post-case information of this case study for examination. Students must individually answer and prepare the examination paper.

The questions are compulsory; you will have to answer 2 case study questions and 2 essay questions.

All questions will carry equal marks.

Submission of assignments

Assignments should be submitted in class on the due date or if handed into the office; a standard cover sheet should be used and a receipt issued.

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.

Papers of excessive length will also attract a penalty. The penalty will be 5% for each 300 words, or part thereof, over the word limit.

Assignments will be returned in class or through the GSM reception.

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

ETHICAL SCHOLARSHIP, ACADEMIC LITERACY AND ACADEMIC MISCONDUCT

Ethical scholarship is the pursuit of scholarly enquiry marked by honesty and integrity.

Academic Literacy is the capacity to undertake study and research, and to communicate findings and knowledge, in a manner appropriate to the particular disciplinary conventions and scholarly standards expected at university level.

Academic misconduct is any activity or practice engaged in by a student that breaches explicit guidelines relating to the production of work for assessment, in a manner that compromises or defeats the purpose of that assessment. Students must not engage in academic misconduct. Any such activity undermines an ethos of ethical scholarship. Academic misconduct includes, but is not limited to cheating, or attempting to cheat, through:

• Collusion
• Inappropriate collaboration
• Plagiarism (see more details below)
• Misrepresenting or fabricating data or results or other assessable work
• Inappropriate electronic data sourcing/collection

• Breaching rules specified for the conduct of examinations in a way that may compromise or defeat the purposes of assessment.

Penalties for academic misconduct vary according to seriousness of the case, and may include the requirement to do further work or repeat work; deduction of marks; the award of zero marks for the assessment; failure of one or more units; suspension from a course of study; exclusion from the University, non-conferral of a degree, diploma or other award to which the student would otherwise have been entitled. Refer to the Ethical Scholarship, Academic Literacy and Academic Misconduct and individual Faculty policies. For further information on the rules and procedures in respect of appropriate academic conduct you should visit: http://www.teachingandlearning.uwa.edu.au/tl/academic_conduct

Acknowledgements 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. 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. To mark words as a quotation the entire text that has been copied should be enclosed within quotation marks. If the copied text is four or more lines in length, it may be more appropriate to set it as a separate and indented paragraph. Each time that text is copied, the source must be acknowledged with a reference citation, including the page number.

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.
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’

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

This is linked to from the how to Use End Note page www.library.uwa.edu.au/guides/endnote/ which provides more comprehensive information.

Appeals against academic assessment

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 12 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 or at

Taping of Lectures

The Graduate School does not provide tape recordings of lectures, however if you do wish to tape record a lecture then as a matter of courtesy, you should obtain the permission of the lecturer first.

TEXTBOOKS AND RESOURCES

Textbook(s)

Recommended/required text(s)

INTERNATIONAL MANAGEMENT BEHAVIOR; Text, Readings and Cases
by Henry W. Lane, Joseph J Distefano and Martha L Maznevski
Blackwell Publishing

Continued over/
Supplementary readings for International Management MGMT 8505 are available for purchase from the Co-op bookshop. One copy will be made available in the Library Reserve Collection.

**Additional resources and reading material**


**Journals**

**Business Journals:**

- Business Review Weekly
- Business Week
- Economist
- Far East Economic Review
- Financial Times
- Fortune
- The Australian Financial Review

**Bridging Journals between Business and Academic:**

- Business Horizon
- California Management Review
- Columbia Journal of World Business
- European Management Journal
- Harvard Business Review
- Long Range Planning
- McKinsey Quarterly
- Multinational Business
- Sloan Management Review
Academic Journals:
- Academy of Management Review
- International Human Resources Management
- Journal of International Business Studies
- Strategic Management Journal

Useful Websites
- Asia Pacific Forum – www.mcb.co.uk/apmforum/nethome.htm
- IMB (Lausanne) – www.imd.ch/wcy.html
- Ernst Young Country Information – www.evi.com
- Austrade – www.austrade.gov.au
- Institute of South East Asian Studies (Singapore) – www.iseas.edu.sg/pub.html
- USA Industry Trade Association – www.ita.doc.gov
- Views about British expatriates – www.britishexpat.com
- Research on spouse issues – www.thetrailingspouse.com
UNIT STRUCTURE

Seminar topics

IMPORTANT: It is essential to READ AND PREPARE FULLY the cases and review briefly the readings listed against each session before attending the classes.

Session-1: 9th January 2006 (8.30am –12.30pm)

Welcome, Introductions, Course Aims, Assessment

Introduction
- Discussion of Course Outline/Study Guide.
- Role of Lecturer and Appointments.

International Management AND Globalisation

Concepts:
- Why International Management?
- Importance of Globalisation?
- What are the factors that push for globalisation and against globalisation?
- The benefits of localisation.
- Driving Forces and Future Scenarios.
- The Future of Global Corporations.
- Globalisation and the Internet.

Readings:

Session-2: 9th January 2006 (1.15pm–4.15pm)

Going International: Political AND Business Risk

Concepts:
- Host Country Business Drivers.
- Country/Political Risk Analysis: PEST Analysis.
- International/Regional Trading Blocks.

Readings:

Case Study:
• *Monsanto Europe (A), Case 8, pp279-293.*

Session-3: 10th January 2006 (8.30am –12.30pm)

Global Manager AND Social Aspects

Concepts:
• The Expertise of a Global Manager.
• The impact of Social Aspects on global management.

Readings:
• Read “Introduction: The expertise of a global manager” in textbook (pp 6-12).

Case Study:
• *Footwear International, Case 5, pp142-149.*

Session-4: 10th January 2006 (1.15pm–4.15pm)

International Management AND Cultural Aspects

Concepts:
• The impact of cultures on global management.
• Different facets of culture.

Readings:
• Read “Introduction: Global mindset and culture” in textbook (pp1-6 and pp12-15).
• Reading 1: “Cultural Constraints in Management Theories” (pp75-88).
• Reading 2: “Cultural Constraints in Management Theories” (pp89-94).
• Reading 3: “Beyond Sophisticated Stereotyping: Cultural Sense making in Context” (pp95-111).

Case Study:
• *David Shorter, Case 1, pp112-120.*
• *Bob Chen, Case 2, pp121-127.*
Session-5: 11th January 2006 (8.30am –12.30pm)

Intercultural Effectiveness AND Global Management

Concepts:
• Different facets of culture (contd.).
• Failures in cross-cultural interaction.

Readings:
• Read "Intercultural Effectiveness in Global Management" in textbook (pp 23-74).

Case Study:
• Hazelton International, Case 6, pp150-159.
• An International Project Managers Day (A), Case 7, pp160-163.

Session-6: 11th January 2006 (1.15pm–5.15pm)

Company Visit TBA

Session-7: 16th January 2006 (8.30am –12.30pm)

International Business Strategy

Concepts:
• Evaluation of Country and Market Attractiveness.
• Various modes of market entry.

Readings:
• Read: “Implementing Strategy, Structure and Systems” (pp165-196).
• Reading 5: “The Design and Management of International Joint Ventures” (pp207-225).

Case Study:
• Blue Ridge Spain, Case 17, pp411-425.
Session-8: 16th January 2006 (1.15pm – 4.15pm)

Organisational Structure, Systems and Management

Concepts:
- Organisational Structure and Functional Model.
- The structure, processes and culture.

Readings:
- Reading 4: “Building Organisations around the Global Customer” (pp197-206).

Case Study:
- Five Star Beer – Pay for Performance, Case 10, pp308-319.
- Moscow Aerostar, Case 11, pp320-330.

Session-9: 17th January 2006 (8.30am – 12.30pm)

Human Resources AND Expatriate Management

Concepts:
- Assignment of Personnel, local labour laws.
- Expatriate Management.
- Skill Development and Localisation.

Readings:
- Reading 7: “Serving Two Masters: Managing the Dual Allegiance of Expatriate Employees” (pp247-263).
- Reading 8: “Adapting to a Boundary-less World: A Developmental Expatriate Model” (pp264-278).
- Reading 6: “Can We Send Her There? Maximizing the Success of Western Women on Global Assignments” (pp226-246).

Case Study:
- Marconi Telecommunications Mexico, Case 16, pp393-410.
Leadership AND Business Integrity

Concepts:
- Integrity and Ethical Behaviour.
- Ethical Framework.
- Social Responsibility and Global Firms.
- The Practice of Corruption and the Role of Global Companies.
- Review of International Management Concepts.

Readings:
- Read: “Competing with Integrity in Global Business” (pp428-463).
- Reading 9: “Coping with Corruption in Foreign Markets” (pp464-483).
- Reading 10: “Bribery in International Business: Whose Problem is it?” (pp484-492).
- Reading 11: “Moral Person and Moral Manager: How Executives Develop a Reputation for Ethical Leadership” (pp493-505).
- Reading 12: “In Search of the Moral Manager” (pp506-519).

Case Study:
- NES China: Business Ethics (A), Case 18, pp520-529.
- Valley Farms International (A), Case 20, pp545-548.

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 students shall attend prescribed classes, lectures, seminar and tutorials’. Students whose attendance at MBA units that has been unsatisfactory will not be granted a pass grade. Given the intensive mode of teaching for the Summer program, absence without prior permission from the lecturer is classified as unsatisfactory.