



BUSINESS IN ASIA

UNIT OUTLINE

Business in Asia

Aim of the Unit

The aim of 'Business in Asia' can be expressed as follows:

'Business in Asia is designed to provide you with the knowledge, skills and insight to be able to advise senior management on whether it should engage in business activity involving a target foreign market in Asia.'

Usually, this will entail taking a business off-shore to a target Asian market on an exporting or investment basis. However, it may equally involve importing from Asia or attracting investment from Asia. For the purposes of this unit a broad definition of 'business' is used:

'Business' includes a corporation, a business within a corporation, a single purpose business or an organisation that can be internationalised.

Business in Asia aims to give AISAM participants practical knowledge, skills and insights into doing business within Asia from an international business strategy perspective, rather than to extensively reiterate models and theories covered in other Business Masters classes such as Strategic Management and International Business.

Business in Asia examines the business environment of selected countries, especially those of South East Asia but also countries in Eastern, Central and Southern Asia. The unit explores the implications of the environments of those countries on the management of business and business behaviour. The unit uses nine countries as reference points:

- China
- India
- Indonesia
- Japan
- Singapore
- Vietnam
- South Korea
- United Arab Emirates
- Kazakhstan

Discussions also involve other countries including our host nation Malaysia which is used as the working example for country and target market analysis and case work.

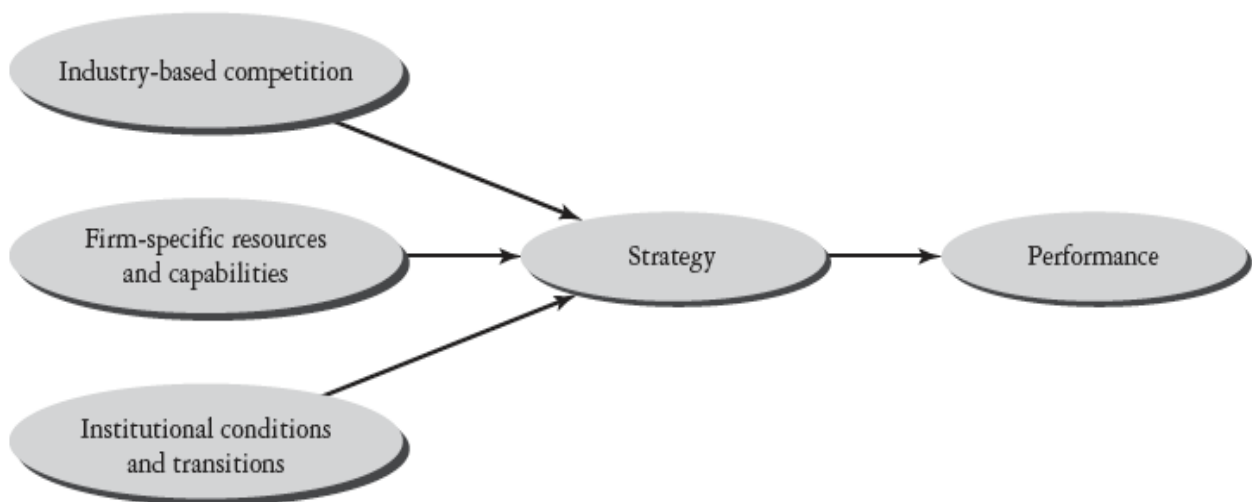
Learning Objectives

At the completion of the Business in Asia unit, students will

- understand the principal features of a model for international business strategy which can be used as a basis for international business planning and expansion.
- be able to identify the principal factors reflecting the environment of individual countries including
 - Industry factors
 - Market factors
 - Competition factors
 - Legal factors
 - Socio-Cultural factors
 - Technological factors
 - Economic factors
 - Political factors
- understand the relationship between host country culture and home country culture in strategy formation.
- be able to demonstrate insights into the practical dimensions of undertaking business activity with various Asian countries.
- be able to undertake a country and target market analysis and correlate it with a business opportunity for international business strategy purposes.

The Model

Business in Asia is based on a model for international business strategy proposed by Prof Mike Peng in his text 'Global Strategy'. Peng refers to the 'Strategy Tripod'.



Source: Peng, Mike W., 2009, 'Global Strategy', 2nd Edition, Mason, Ohio, South-Western Cengage Learning, p.15.

Integration Across the Unit

Using the 'Strategic Tripod' model outlined above as an underlining framework, Business in Asia may be seen as consisting of three stages:

- Stage 1: The Pre-AISAM Culture Assignment.
- Stage 2: The During-AISAM
 - Cases
 - Country/Target Market Business Opportunity, and
 - Preliminary Proposal (non-assessable).
- Stage 3: The Post-AISAM Business Opportunity Project.

(In addition, personal insight and reflection on Asian experiences will be gained through the completion of a 'Reflective Journal'.)

The three stages of the Business in Asia unit should **not** be viewed as *discreet* elements but rather as stages in a *full integration* of the conceptual framework. Integration will be assisted by the class sessions, business visits and other activities conducted during the Business in Asia week in Penang.

The 'Pre-AISAM Culture Assignment' is designed to 'sensitise' you to the importance of *culture* in developing international business strategies in Asia. The 'During-AISAM Country/Target Market Business Opportunity', (in groups, assessable), and 'During-AISAM Preliminary Proposal', (individual, non-assessable), are designed to prepare you for your major assignment. The 'Post-AISAM Business Opportunity Project' is your major assignment and provides an opportunity for the strategic integration of a business opportunity in the Asian environment.

In addition, selected cases will be used to offer insights into three key aspects of doing business in Asia -- Culture, Strategy and Operations

Given this array of different learning experiences, the three stages in the AISAM program (Pre-, During-, and Post-) should be considered an *integrated whole*.

Assessment

There are six (6) areas of assessment in the Business in Asia unit (of which one task is non-assessable and does not contribute marks to the aggregate mark for this unit).

Assessment No.	Title	Value	Format	Basis
1	Reflective Journal	15%	Written	Individual
2	Pre-AISAM Culture Assignment	10%	Written	Individual
3	During-AISAM Case	10%	Oral/Written	Group
4	During-AISAM Country/Target Market Business Opportunity	15%	Oral/Written	Group
5	During-AISAM Preliminary Proposal	Non-assessable	Written	Individual
6	Post-AISAM Business Opportunity Project	50%	Written	Individual

Details of each area of assessment are contained in a separate document. Each of these documents

- provides an introduction to the assessment.
- indicates the aim(s) of the assessment.
- explains the characteristics of the assessment.
- where appropriate, offers a recommended approach to the assessment.
- identifies the resources available for completion of the assessment.
- indicates the style guide/presentation format requirements.
- outlines assessment requirements.
- provides a marking guide.

You must attempt all six (6) areas of assessment to successfully complete the Business in Asia unit. However, you do not have to pass all areas of assessment to pass the subject, as long as your overall performance adds up to the equivalent of a 'pass' grade at your home university.

Learning Expectations and Experiences

You are expected to be an **active participant** in all aspects of Business in Asia at AISAM 2011. We view the *AISAM Experience* as

...an opportunity to learn and to share knowledge. This experience is not a 'teacher to student' exercise but rather a 'sharing of knowledge between peers' exercise. Some of the available knowledge and experience that can be shared is within each of us. No person has a monopoly.

To maximise learning opportunities, you will be supplied with a variety of readings, be asked to undertake individual assignments pre-, during- and post- ASIAM, and join in a variety of groups with whom you will prepare oral and written presentations on short timeframes during the Business in Asia week in Penang.

During Business in Asia you will be offered a variety of learning experiences in the form of lectures, classroom discussions, group work, case studies and individual counseling sessions. You will also receive presentations from local business leaders and academics, and AISAM 'coaches/mentors' with extensive experience in Asia. You will visit firms and receive an address from a representative of the Penang Development Corporation to give you a 'hands on' feel for Business in Asia.

As previously implied, many of the participants at AISAM 2011 have extensive international experience with much of it in Asia. In addition some participants at AISAM may be Asian nationals who are studying for a master's business degree in Australia – so, they represent a rich source of information on their home countries. All participants are asked to generously share their knowledge and experience with others in the program at all times.

AISAM is also intensive. **We expect you to work just as you would if your organisation sent you to Asia on assignment.** You will be working with strangers, under pressure, with fixed timelines and in a tropical environment. You WILL feel tired, stressed and tested --- welcome to *Business in Asia!*

Style Guide

Students at ANBS member universities are given a copy of the *ANBS Support Materials CD*. We have also included a copy in your AISAM materials. The disc provides information on 'Referencing' and 'Citation of Electronic Sources' and 'How to Write Assignments and Reports.' These sections of the CD constitute the '*Style Guide*' for all assignments completed as part of the AISAM program. In addition you are provided with a document titled '*Requirements for File Naming, In Text Referencing and Bibliographies*' which provides detailed instructions on how electronic files are to be *Named*, and how *In Text Referencing* and *Bibliographies* should be prepared.

You will be told for each piece of assessable work, the style guide requirements for that piece of work. (Sometimes normal style guide requirements will be 'put aside' because of the time available for you, or your group, to complete an assignment.)

It goes without saying that spelling and grammar should be at an excellent standard.

The following Deakin University website, is also available to other users and so gives useful information on assignment/essay writing.

<http://www.deakin.edu.au/studentlife/academic-skills/resource-room/assign-ref.pdf>

Group Formation

During the Business in Asia unit in Penang, you will be involved in two group activities:

- Assessment 3: 'During-AISAM Case.'
- Assessment 4: 'During-AISAM Country/Target Market Business Opportunity'.

You will have different partners for each activity.

Your group will be deliberately mixed to encourage interaction with students from other countries, universities and academic and industrial backgrounds with appropriate gender mix.

In early June you will be given contact details for all AISAM participants with an indication of those you will be working with on Assessment 4. You are encouraged to make contact with those you will be working with **prior to** arriving in Penang. E-mail and telephone contact should be helpful here.

Pre-AISAM Activity

Before you arrive in Penang you have a number of tasks to complete:

1. You will be sent an e-mail by the Academic Director of AISAM 2011, Professor Darrell Mahoney, in late May/early June, asking you **to nominate the country that you propose to use for your two individual assignments** relating to a business opportunity in Asia. These two assignments are:
 - Assessment 5: 'During-AISAM Preliminary Proposal' (non--assessable), and
 - Assessment 6: 'Post-AISAM Business Opportunity Project.'

Ideally, the country you will nominate is one in which your employing organisation has an interest in dealing with or is a country that you have a personal interest in dealing with in some capacity and wish to know more about.

(Additionally, if you are studying the elective in the second week titled 'Strategic Negotiation for International Business' you may focus on this same country from a 'negotiating' perspective. This will be of benefit to you.)

Therefore, think carefully about which country you choose. A lot of your energy at AISAM will focus on analysis of your chosen country and it would be most unfortunate and time wasting if you devoted your AISAM energies toward a particular country and then at the end decided to change your target country. Change of country is possible but not advisable.

When you receive this e-mail from Professor Mahoney **please respond immediately** as group formation at AISAM depends upon your response.

2. Prior to the commencement of the AISAM program you are also encouraged to identify some 'business opportunity' that could be considered suitable for taking into an Asian market. That 'business opportunity' could be a product, a service or an investment opportunity. This business opportunity may involve your current organisation's business, some other organisation's business with which you are familiar (perhaps through family or friends) or it may be a business that you have no direct connection with but you are able to obtain sufficient information about it to complete this Assessment. Generally, the better you know the business and the greater the information you can access, the better the assignment outcome. The organisation must be real and currently in operation OR represents a realistic new business opportunity.

You will be required to choose **one** business opportunity only and clearly define it. The business opportunity may be broad (such as, replication of all corporate/business /organisation activities into the target market) or limited (such as, taking only one product, service or activity into the target market). It may be that after your analysis is completed you do not recommend market entry but at least *initially* the investigation must be considered worthwhile and not futile.

You are **NOT** required to advise Professor Mahoney of the business opportunity you have chosen prior to the commencement of AISAM. However, it is in your own best interest to be as 'solid' on your business opportunity choice as you can to enable you to complete your two individual assignments:

- Assessment 5: 'During-AISAM Preliminary Proposal', (non-assessable) and
- Assessment 6: 'Post-AISAM Business Opportunity Project.'

3. Complete the 'Pre-AISAM Culture Assignment.'
4. Make contact with the AISAM participants identified as those with whom you will be completing the 'During-AISAM Country/Target Market Business Opportunity' assignment.

While you **do not** have a group assignment objective **prior to** AISAM, it would be good for you to establish a level of social contact with this group

A good idea might be to discuss how you might go about Assessment 4 the 'During-AISAM Country/Target Market Business Opportunity' assignment. The general approach to follow is indicated in the assignment specification document. You might like to think about whether the product or service offered by your current organisation, or one with which you are familiar, would be suitable for the 'Business Opportunity' element of this assignment.

5. There are a number of cases considered in the Business in Asia unit. As part of a group you will be required to prepare an analysis on one of them. You will be told your group and your case at approximately 5 PM on the evening you have to prepare your analysis. As a preliminary exercise you are encouraged to read **all** cases **before** arriving at AISAM -- but do not spend too much time analysing them. Rather, get *familiar* with them.
6. Commence your personal reading.

Each AISAM participant has been given the following:

- A copy of the text for this unit: Peng, Mike W., 2009, 'Global Strategy', 2nd Edition, Mason, Ohio, South-Western Cengage Learning.

You are asked to read Chapter 1 of this book prior to the commencement of classes on Monday, June 27

- Access to the ANBS/AISAM website containing copies of all of the major documents used in the Business in Asia unit (such as this document) as well as a variety of materials covering aspects of the business environment for each of the countries examined in Business in Asia. The latter includes web links, URLs and references which groups can use to gather a more extensive range of material suitable for an in depth country analysis.
- A copy of Barry Wain's '*Malaysian Maverick: Mahathir Mohamed in Turbulent Times*'. This book was (*sort of...*) banned in Malaysia when released – May 2010. It created a 'storm' in Malaysia and the SE Asian region.

Barry Wain will join the AISAM group in Penang - we are extraordinarily fortunate here. Barry has spent 37 years working in Asia. At one time as Editor of *The Wall Street Journal Asia*. Your time with Barry in Penang will be much richer if you can do this reading.

You are asked to read Chapter 1 of this book prior to the commencement of classes on Monday, June 27

- There are also many relevant articles on the *ANBS Support Materials CD*. This disc contains over 4000 pages of reference material as well as instructional assistance for the eight units which are common in the MBA programs of

ANBS member universities. If searching a particular topic, use the search engine embedded in the CD. You can search a topic, a unit or the whole disc - or even your 'C-Drive.'

7. It is important prior to your arrival in Penang that you have spent some time finding websites on the Internet where you can gather country specific information. In Penang you will be under pressure to gather information on environmental characteristics of a nominated country as part of Assessment 4 the 'During-AISAM Country/Target Market Business Opportunity' group assignment. Knowing good websites containing information on all countries will facilitate this group assignment.

Of course, you have also nominated the country you intend to focus on for your two individual assignments:

- Assessment 5: 'During-AISAM Preliminary Proposal'
- Assessment 6: 'Post-AISAM Business Opportunity Project'

So, it is a very good idea to search for additional resources on your nominated country for these assignments.

Teaching Team and Contact Details

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Professor Mahoney is the Academic Director of AISAM 2011.

Prior to his appointment as the National Director of the Australian National Business School (ANBS) Ltd., Professor Mahoney was Professor of Business and Director of Postgraduate Programs and International Programs for the Faculty of Business and Law at Deakin University. Prior to that he was Dean, Bowater Faculty of Business Victoria College/Deakin University.

Professor Mahoney is a graduate of Monash University where he studied accounting, economics, business administration and education. While a full time academic for most of his working life, Darrell has used periods of extended leave to work with Arthur Andersen & Company and General Motors-Holden's. He has acted as a consultant to a diverse range of organisations including the Pratt Group, the Bowater Group and Telecom (now Telstra). In addition, he has conducted lecture tours in Asia for CPA Australia and the Confederation of Asian and Pacific Accountants, and has undertaken training projects in the former Soviet Union under the auspices of the Australian Ambassador in Moscow.

Professor Mahoney is the principal author of *International Business: A Managerial Perspective*, which won *The Australian* newspaper Award for Educational Excellence. Darrell has also published widely in accounting, financial and corporate planning, financial modelling, general and accounting education, and international business --- and mental retardation.

This will be Darrell's eighth AISAM program.

Dr Jane Menzies

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Dr Menzies completed a Bachelor of Commerce (1998), a Graduate Certificate in Higher Education (2009) at Deakin University, a Bachelor of Business (Hons) (2001) and a Doctor of Philosophy (2005) at Monash University.



Dr Menzies is currently the Unit Chair for International Business Management at Deakin Graduate School of Business, Deakin University. She has coordinated the International Business Stream for the India Study Tour, for 2006, 2007 and 2009. In 2010, she was the Unit Chair for International Business Management in the China Study Program. She also taught in Denmark in 2010 at the Aarhus School of Business as a visiting professor in Summer School. There she taught Trade and Investment: Europe and the world. Prior to her appointment at the Deakin Business School, Jane was a Lecturer in Human Resource Management at Victoria University.

Jane has lectured and tutored in a variety of subjects at Monash and Victoria Universities including International Management, Human Resource Management, and Organisation Change and Development.

Jane was awarded her PhD in International Human Resource Management at Monash University in 2005. Her PhD focused on the participation of women in international assignments in multinational enterprises.

Jane's research focuses on the issues associated with international human resource management, the entry mode decisions that Australian businesses make when they enter the Chinese market place, and international postgraduate student transition. Jane has published two research books in 2009 one on the topic of women's participation in international assignments in multinational enterprises, and the other on trust in strategic alliances. She is currently publishing a number of research articles and book chapters from her work. She regularly presents at international and national conferences, and has received media attention in Australia for her work. Dr Menzies is a member of the Australia China Business Council (ACBC) – Victoria Branch, and of AustCham Shanghai. Dr Menzies is also interested in internationalisation, generally from a research, practical and consulting perspective.

This will be Jane's third AISAM program.

Dr Chris Perryer

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Dr Chris Perryer is an Assistant Professor at the University of Western Australia's (UWA) Business School, where he teaches in the areas of business ethics, international management and organisational theory. He teaches on UWA's Master of Business Administration (MBA) programs in Perth, Singapore, and Manila, and was Director of Offshore MBA Programs.



Prior to joining UWA Chris was a sessional lecturer at Curtin University of Technology's Graduate School of Business, where he completed his MBA. Chris also has a Graduate Certificate in Public Sector Management from Griffith University in Queensland, a Master of Management Research from UWA, and a Doctor of Business Administration degree from UWA. His doctoral thesis examined the impact of organisational climate on the transfer of new learning to the job. He is Fellow of the Asian Forum on Business Education, an Associate Fellow of the Australian Institute of Management, and a Member of the Academy of International Business, the Australian and New Zealand Academy of Management, and the Australian Institute of Learning Practitioners.

Chris is an active researcher, having published articles on a range of current management topics including cross-cultural issues in management, business ethics, human resource management, and leadership. He has presented papers on his research at conferences in Australia, Asia, Europe and the United States, and received an award for the best paper in the field of ethics and corporate governance at the 2005 conference of the Australian and New Zealand Academy of Management.

Chris began his working life as a civil engineering draftsman, but found that administration and management was more to his taste. He subsequently acquired more than twenty year's experience as a manager in the private and public sectors before becoming an academic. He has worked in a number of countries including Australia, Papua New Guinea and the United Kingdom.

Chris is a non-executive director of BioD Inc, a company developing small volume biodiesel manufacturing systems in the Philippines. He has also undertaken numerous consulting projects in Australia and the Asia-Pacific region, mainly in the area of leadership, strategy, and management development. These projects have involved working with organisations in the public, private and not for profit sectors, including the Australian and Western Australian Public Services, RACWA, CBH Limited, the Singapore Armed Forces, Colorlux (Philippines), the Australian Institute of Management, and the Fiji Employers Federation.

This will be Chris's first AISAM program.