



BUSINESS IN ASIA

UNIT OUTLINE

(Indicative Syllabus)

Business in Asia

Aim of the Unit

The aim of 'Business in Asia' is to make students feel sufficiently confident to advise senior management on how it should

- go about taking its business off-shore to a target Asian market on an exporting or investment basis,
- improve the off-shore performance of an existing operational unit, or
- encourage Asian parties to export to, or invest in, an Australian business.

Business in Asia aims to give AISAM participants practical skills and insights into doing business in Asia, 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 selected 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 focuses on nine countries:

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

Reference is also made to other countries during discussions through the unit including our host nation Malaysia which is used as the working sample for economic development in the region. Patterns of trade and investment will be considered and the principal similarities and differences between business cultures and practices in selected countries identified.

Learning Objectives

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

- understand the principal features of an internationalisation model 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	- Socio-Cultural factors
- Market factors	- Technological factors
- Competition factors	- Economic factors
- Legal factors	- Political factors
- understand the relationship between host country culture and home country culture in strategy formation for international expansion especially as it relates to Asian nations.
- understand the relationship between culture, strategy and operations in the internationalisation process in Asia.
- be able to demonstrate insights into the practical dimensions of taking business into various Asian countries and/or taking Asian business into their home country.
- be able to undertake an analysis of a country-based study and correlate it with a business opportunity for international trade and investment in the Asian region.

The Model

Business in Asia is based on a model for internationalisation adapted from that proposed by Lane, DiStefano and Maznevski in their text '*International Management Behaviour*'.

This model is explained in a separate document titled 'Country-based Studies Content Guide'.

Integration Across the Unit

Using the internationalisation model outlined above as an integrating framework, Business in Asia may be seen as consisting of three stages:

- Stage 1: The Pre-AISAM Culture Assignment.
- Stage 2: The During-AISAM
 - Country- based Studies Analysis and Business Opportunity,
 - Cases, and
 - Country-based Studies Preliminary Proposal.
- Stage 3: The Post-AISAM Country-based Studies Business Opportunity Project.

These 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.

As can be seen from an examination of the diagram that schematically describes the chosen model, (in the separate document titled ‘Country-based Studies Content Guide’), three major themes are present:

- Culture
- Environment, and
- Strategic Integration

The ‘Pre-AISAM Culture Assignment’ is designed to make students sensitive to the importance of *culture* in the internationalisation process. The ‘During-AISAM Country-based Studies Analysis and Business Opportunity’ and ‘During-AISAM Country-based Studies Preliminary Proposal,’ and classes relating to those activities are designed to emphasise the *environment* element of the internationalisation model. The ‘During-AISAM Country-based Studies Preliminary Proposal’ and the ‘Post-AISAM Country-based Studies Business Opportunity Project’ provide an opportunity for the *strategic integration* of an organization with a business opportunity in an Asian environment.

In addition, selected cases will be used to offer insights into three themes examined during the Business in Asia week -- *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 five (5) areas of assessment in the Business in Asia unit.

Assessment Form	Value	Format	Basis
Pre-AISAM Culture Assignment	10%	Written	Individual
During-AISAM Country-based Studies Analysis and Business Opportunity:	15%	Oral/Written	Group
During-AISAM Cases	2 X 10%	Oral/Written	Group
During-AISAM Country-based Studies Preliminary Proposal	10 %	Written	Individual
Post-AISAM Country-based Studies Business Opportunity Project	45%	Written	Individual

You must attempt all five (5) areas of assessment to successfully complete the Business in Asia unit. However, you do not have to pass all five areas of assessment to pass the subject, as long as your overall performance adds up to the equivalent of 50% or above.

Details of assessment will be provided in the following five documents.

- 'Pre-AISAM Culture Assignment'
- 'During-AISAM Country-based Studies Analysis and Business Opportunity'
- 'During-AISAM Cases'
- 'During-AISAM Country-based Studies Preliminary Proposal'
- 'Post-AISAM Country-based Studies Business Opportunity Project'

Each of the five documents above

- provide an introduction to the assessable item.
- indicate the aim of the assessable item.
- explain the characteristics of the assessable item.
- indicate the style guide requirements
- identify the resources available for completion of the assessable item.
- outline expectations relating to the assessable item including marks available, due date and style guide or presentation format, and
- indicate the marking criteria that will be used.

Learning Expectations and Experiences

You are expected to be an **active participant** in all aspects of Business in Asia at AISAM 2010. 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 presentations by local business leaders, politicians and academics, and Australian expatriates with extensive experience in Asia. You will also 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 2010 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. 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.

Style Guide

Students at ANBS member universities are given a copy of the *ANBS Support Materials DVD-ROM*. 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 DVD constitute the ‘*Style Guide*’ for all assignments completed as part of the AISAM program. In addition, David Neath has prepared 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 acceptable 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 three group activities:

- The ‘During-AISAM Country-based Studies Analysis and Business Opportunity’.
- The ‘During-AISAM Case Presentation 1.’
- The ‘During-AISAM Case Presentation 2.’

You will have different partners in each of these three groups.

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 also be given contact details for all AISAM participants -- if appropriate, with an indication of those you will have the most to do with during the Business in Asia week. (It is probable that if you are completing two units at AISAM you will have further contact with other individuals in the second week program). You are encouraged to make contact with those you are most likely to spend most of your time with during the Business in Asia week prior to arriving in Penang. E-mail and telephone 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 2010, 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 called the:
 - 'During-AISAM Country-based Studies Preliminary Proposal', and
 - 'Post-AISAM Country-based Studies Business Opportunity Project.'

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

(Additionally, if you are studying the elective in the second week titled "Strategic Negotiation for International Business" you will be asked to focus on this same country from a "negotiating" perspective. It may also be that you could focus on the same country for the other electives in the second week of AISAM as well.)

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. Complete the 'Pre-AISAM Culture Assignment.' The document with that title ('Pre-AISAM Culture Assignment') is supplied separately and tells you exactly what to do.
3. Make contact with the AISAM participants identified as those with whom you will be completing the 'During-AISAM Country-based Studies Analysis and Business Opportunity' assignment during the Business in Asia week. You will be advised who these participants are in early June. With one group of 2-5 people you will complete the assignment titled the 'During-AISAM Country-based Studies Analysis and Business Opportunity.' On a broader level, you will complete two case studies with two other groups of people also in groups of 2-5 people. Therefore, you will work with and least one third of the total AISAM group during your Business in Asia studies.

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 the group of participants with whom you will have the most contact during the Business in Asia week. Perhaps an exchange of e-mails explaining who you are, the program you are studying and/or your industry/firm and your role in it and your international experiences, especially in Asia -- would be a good start. This especially applies to those students identified as

the ones with whom you will complete the 'During-AISAM Country-based Studies Analysis and Business Opportunity.'

A good idea might be to discuss how you might go about the 'During-AISAM Country-based Studies Analysis and Business Opportunity.' The general approach to follow is clearly indicated in the separate attachment bearing the title of that assignment. You might like to think about whether the product made or the service offered by your current organisation, or one with which you are familiar, would be suitable for the 'Business Opportunity' element of this exercise during the Business in Asia week.

4. There are a number of cases considered in the Business in Asia unit. As part of the group you will be required to make a response on two of them. You will be told your group and your case at approximately 5 PM on the evening you have to prepare your response. As a preliminary exercise you are encouraged to read the cases before arriving at AISAM -- but do not spend too much time analysing them. Rather, get a *feel* for them.
5. Commence your personal reading. Each AISAM participant has been given the following:
 - A copy of the Chatterjee and Nankervis text. This text contains a fairly recent analysis of six of the country's that will be examined during the Business in Asia week. While getting a little dated, (2003), the text is still the best of its kind as it is succinct and uses a useful framework for country analysis and consideration.
 - A 'Business in Asia CD' which includes 'Country-based Studies Resource Packs.' This CD contains a copy of all of the major documents used in the Business in Asia unit (such as this document) as well as a variety of materials – journal articles, newspaper clippings and pamphlets covering aspects of the business environment for each countries examined in Business in Asia. The pack also includes web links, URLs and additional references which groups can use to gather a more extensive range of material suitable for an in depth country analysis.
 - There are also many relevant articles on the *ANBS Support Materials CD-ROM*. 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 between ANBS member universities. If searching a particular topic, use the search engine embedded in the CD-ROM. You can search a topic, a unit or the whole disc -- or even your 'C-Drive.'

Prior to AISAM 2010, you are **not expected** to spend too much time on reading the resources above. Rather, you are expected to have a *feel* for what is contained in each of these resource sources.

6. 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 the 'During-AISAM Country-based Studies Analysis and Business Opportunity' group assignment. Knowing good websites containing information on all countries will facilitate this group assignment and will make your searching quicker when the pressure is on in Penang.

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

- 'During-AISAM Country-based Studies Preliminary Proposal
- 'Post-AISAM Country-based Studies Business Opportunity Project. '

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

7. If you have time you might wish to read some of the Chatterjee and Nankervis text on the flight to Penang. This text has an excellent 'Prologue' that discusses "'Asian Values" and Asian Management Styles' and an 'Epilogue' that considers the question of 'Asian Management in Transition.'

Teaching Team and Contact Details

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Professor Mahoney is the Academic Director of AISAM 2010.

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 in 2001. Darrell has also published widely in accounting, financial and corporate planning, financial modelling, general and accounting education, and international business. This will be Darrell's seventh AISAM program.

Dr Jane Menzies

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Dr Menzies completed a Bachelor of Commerce (1998) at Deakin University, and a Bachelor of Business (Hons) (2001) and a Doctor of Philosophy (2005) at Monash University.

Dr Menzies is currently a Lecturer in International Business Management at Deakin Business School, Deakin University. She has coordinated the International Business Stream for the India Study Tour, for 2006, 2007 and 2008. 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 current research projects are examining entry mode decisions made by Australian businesses when entering China, and the repatriation of individuals in multinational enterprises. She has published her work at both national and international conferences, and has received media attention for her research and studies in Australia. She has recently completed a report with her colleagues on Australian Businesses in China which examined the issues businesses face when they enter this market.

This will be Jane's second AISAM program.

David Neath

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David completed a Bachelor of Economics (1970) and a Master of Economics (1980) at Monash University.

Before embarking on his university career, David Neath worked in a variety of industry positions. From 1971 to 1974 he undertook research on economics and the share market for the National Australia Bank. From there he moved to Western Mining Corporation where he worked as an economist undertaking mineral market analysis. From 1975 to 1979 he worked for BHP, conducting economic analyses of metals and minerals.

David joined Deakin University as a Lecturer in Public Economics and International Economics in 1979. In 1991 he was elevated to the position of Senior Lecturer in the School of Economics, specialising in International Business Economics. In 1999, David took on the role of Director of the Master of International Business program and Associate Head of the School of Economics. From 2002 – 2004 he was Acting Head of that School. David's publications include four textbooks and a number of journal articles and conference papers.

David has been involved with a number of major consultancy projects in a diverse array of fields and has developed business strategy plans for many organisations. He was Leader of the Russian and CIS Education Project for the Australian International Development Assistance Bureau, from 1991-97. He oversaw projects delivered in Moscow, Vladivostok, Khabarovsk, Krasnoyarsk, Frjazino, Zhukovsky, Stavropol, Alma Ata, Bishkek, Donetsk and Kiev, and in Albania: Tirana, Skopje, Berati.

More recently David has taught International Business Management at Deakin and taught in Xiamen, Shanghai and Beijing, China.

This will be David's sixth AISAM program.