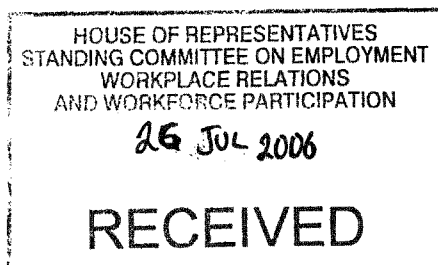


UQ Business School
HEAD OF SCHOOL
Professor Tim Brailsford



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20 July 2006

Dr Anna Dacre
Committee Secretary
Standing Committee on Employment, Workplace Relations and Workforce Participation
House Representatives
PO Box 6021
Parliament House
CANBERRA ACT 2600

Dear Dr Dacre

I am writing in response to your letter dated 14 July concerning your inquiry into the automotive components manufacturing industry. In your letter, you raise the question whether business graduates have the necessary skills to develop export markets for small businesses.

This is a complex question as the skills involved capture an intersection across a range of disciplines. The students must first understand how to develop markets. Second, they then need to understand the nature of international trade and the global economy. Third, you phrase the question in the context of small businesses and thus there are some inherent business principles that require mastery and are especially applicable to small businesses.

In terms of the first issue of developing markets, this in itself involves a range of skills, knowledge and understanding of product development, marketing, legal contracting, strategy, negotiation and some basic principles of client focus and common sense. In my business school, the subject matter is covered through a range of courses. Through the degree program, students attain specific skills that are then brought together in capstone courses. I quote a brief outline of the description of one such course in entrepreneurship and small business:

"Introduces theory, practice and research into starting and growing new ventures. Knowledge and skill development focuses on start-up planning as well as learning-by-doing through adaptive execution. Topics include matching types of new venture to entrepreneurial goals, the value creation process, designing business models for value, assessing market attractiveness, networking, raising finance, creating competitive advantage, writing business plans, franchising and managing growth."

We have several such courses which when combined with practical opportunities such as the Enterprize Business Plan and Boston Consulting Group Strategy Competition provide students with a reasonable grounding for succeeding in their own businesses.

Indeed, we have several recent success stories that have achieved some press including *Wotif.com* which recently successfully listed on the Australian Stock Exchange and *e-Pharmacy*.

In your letter, you drew specific attention to the issue of trade and export. We certainly offer courses and programs in these areas. There are majors (defined as a sequential series of courses) at both the undergraduate and postgraduate degree in:

- International Business
- International Trade & Finance

There is even an entire degree devoted to the subject area being the Master of Economics and International Finance.

The topic of international business is one of six core subject areas of disciplinary expertise in the Business School. We have PhD students undertaking their dissertations on aspects of international trade (see later attachment). While we have necessarily an academic bent to our courses, they nonetheless have a practical component. The courses generally use cases and involve industry presenters. Moreover, one of our staff members is an ex-Australian Trade Commissioner and Austrade National Manager in charge of business development.

I attach some details of available courses (both undergraduate and postgraduate) for your information. I can supply more detailed information should you require and if so, please indicate which specific courses about which you seek more information.

Yours sincerely



Tim Brailsford
Professor and Head
UQ BUSINESS SCHOOL

UNDERGRADUATE

IBUS2301	International Business Management	Familiarize students with the core theories, frameworks and issues in international business at the level of both the country and the firm and how these influence public policy and managerial decision-making in organisations. Apply international business frameworks to solve practical real life problems confronted by global business managers and public policy makers.
IBUS2302	Globalisation & Business	Globalisation is a widely used term in business, politics & trade but its real meaning & implications are often misunderstood. This course takes students through the major issues relating to globalisation. These are the different meanings that are associated with the concept, the causes & effects of the globalisation process, the roles of various players, in particular the multinational firm & governments & the likely future directions of world business in a global context. Criticisms of globalisation are reviewed in the light of their wide appeal.
IBUS3303	Managing International Business Operations	Management of global operations & manufacturing. Impact of technology & information systems. Supply management & multinational sourcing. Performance improvement. Case studies.
IBUS3304	Business Opportunities in Asia	Explores different business environments in East Asia & provides perspective on recent developments of business significance. Provide an understanding of country business cultures from an assessment of history and geography. Focuses on business opportunities.
IBUS3305	Doing Business in Europe	Introduction to doing business in the European Union. (i) The context of European business (political, legal, cultural and economic). (ii) Managing business operations in Europe (strategy and structure, marketing, HRM). (iii) Australian business opportunities in Europe.
IBUS3306	Managing International Legal Environment	This course focuses on the legal environments affecting international business transactions & how managers can use knowledge of these environments to gain competitive advantage. It addresses the use of legal information at the corporate planning level as well as the minimisation of legal risks in contractual & other day-to-day business dealings. It shows students how managers may use knowledge of the domestic, international & target country legal environments to support, defend & transform the firm, thus maximising its competitiveness.
IBUS3308	Doing Business in the Americas	This course aims to provide students a fundamental understanding of doing business successfully in the Americas. Its perspective is broad and includes an understanding of the political, economic and legal systems, and culture and their impact on doing business in North, Central and South America. The course also aims to provide students with a practical understanding of the business opportunities in the region.

POSTGRADUATE

IBUS7302	Operating International Business	The course is divided into two parts. The first part is a macro view of international business. It examines at the national level the underlying causes and benefits of trade and foreign direct investment flows between nations. The second part of the course focuses on the micro or firm level aspects of international business management, including current research into the internationalisation processes of modern firms.
IBUS7306	Globalisation and the World Economy	This course takes students through the major macro issues relating to the modern world of international business. The course is about the world environment of business addressed at a global, national and regional level. It does not address specific firm management topics, but rather is complementary to those topics. The course looks at the modern concept of globalisation, its causes and effects, the increasing importance of world financial markets, the multinational enterprise and government policies affecting the internationalisation

of business, and the likely future directions of world business in a global context. The course reviews the major economies of the world, their participation in the globalisation process and a range of economic multilateral institutions. Criticisms of globalisation are also discussed.

IBUS7310	International Business	Provides analysis of major issues involved in managing international involvement by firms, including trade, investment and the management of key business operations in environments that differ in terms of culture, resource endowments, government policies. This course is for students in the MBA suite only. Other students should enrol in IBUS7302.
IBUS7311	Managing the International Enterprise	Management issues for business enterprises which spread across national boundaries. Topics include organisational structure, management style, cultural relations, legal aspects, trading patterns and technology. This course focuses on the firm's internal context.
IBUS7312	Doing Business in Asia	Understand the key environmental and organisation issues in doing business in Asia. These include various aspects of the external environment such a social, economic, political, cultural, legal, customer and competitive factors, as well as firms' strategic and organisational response to the environment to succeed in the diverse countries of Asia. Apply international business tools and frameworks for doing business in each of the ten countries in Asia.
IBUS7313	International Study in Business I	High level international study in Asia & Europe of current issues in international business. Case studies, field trips, guest lecturers. Topics vary from year to year.
IBUS7315	Regional Study: Europe I	Study of the business, political & cultural environment of non-Australian region. Economic unity & globalisation. Social pluralism. Political integration. Cultural diversity & history. Study at selected off-shore institutions.
IBUS7316	International Supply Chains	The importance of international supply chains & the physical distribution of products has grown rapidly over the past few years due mainly to an increase in corporate goals of reducing manufacturing costs & the efficiencies that come from planning & managing the supply chain effectively. While many international logistical concepts are interrelated, the course tackles management issues relating to global supply chains by drawing upon recent case studies, keynote lectures & contemporary research findings.
IBUS7322	International Service Operations Management	Together with its related activities, such as distribution warehousing and transport, service operations is one of the most important industries in this country. Moreover, the efficiency and effectiveness of service operations are key factors in maintaining a sustainable competitive advantage in what has now become a global business environment. Coles-Myer, Aldi, Netto, Ed, McDonald's and Wal-Mart typify the highly complex, international operations that rely on highly sophisticated information systems and multi-channels for their distribution to the ultimate customer. While many international service concepts are interrelated, the course tackles service operations management issues relating to global networks by drawing upon recent case studies, keynote lectures and contemporary service operations management research findings.


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World trade – exposing a global myth

Tuesday 11 July 2006

Doing business in a globalised economy is not as complex or challenging as some economists and analysts would have us believe.

University of Queensland Business School research shows that despite technology advances and rising giants such as China and India, the structure of the world's trade networks has remained almost unchanged over the last six decades.

UQ international trade PhD student Tim Kastle made this finding after two months collecting and sorting International Monetary Fund data from 1938 to 2003.

He counted the number of trade links between countries and then used network analysis in an effort to measure globalisation.

"Most economies trade with eight to 12 Organisation for Economic Co-operation and Development (OECD) nations and with their close neighbors," Mr Kastle said.

"And that pattern hasn't changed substantially since 1938.

"People have a perception that there have been dramatic changes in the nature of international trade in recent years, but this view is not supported by the data."

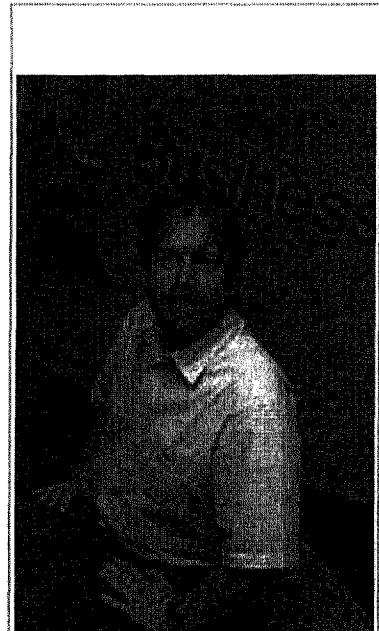
"Businesses don't need a completely different rule book since globalisation, they just might need to add a page or two."

The United States, Germany, France, United Kingdom, Italy, the Netherlands, Spain, China, Japan, and Belgium are the most well connected trading nations.

"Canada and Mexico are the least connected, reflecting their reliance on the United States under the North American Free Trade Agreement."

Mr. Kastle, a 42-year-old from The Gap, said old trade and seafaring routes were still valuable.

"Antwerp is still Europe's major port, leaving Belgium much better connected than might be expected. Even the trading patterns of ex-colonies in Africa look almost exactly the same as they did prior to independence. International trade connections appear to be remarkably



UQ Business School PhD student Tim Kastle

persistent."

1938, just prior to World War II, was the least globalised time in the last 150 years.

"That's probably because trade links had shrunk along geo-political lines and the shadow of the Great Depression was still being felt by the US economy," he said.

While the overall structure of the trade networks had stayed the same, the ability to communicate and diffuse ideas through these networks had improved greatly.

"This suggests the popular vision of globalisation reflects increasing access to information more than it does a fundamental restructuring of the world's economy."

For further information:

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