Final Course Outline

BUSI2024

The Dynamics of Business in the Middle East

Semester 1, 2014

Course Description

The course, which is presently delivered by the Centre for Arab and Islamic Studies on behalf of the ANU College of Business and Economics, provides an overview of business in the Middle East and an examination of specific issues for companies doing business in the region. The course focuses most on the Arab countries of the Middle East, but with some attention paid to Turkey, Israel and Iran as well. Specific topics include the Middle Eastern business environment, the cultural specifics of the region that impact on business, the legal framework, and specific strategies in international and cross-cultural marketing, human resource management, labour relations, logistics, and finance. Strategies for dealing with the public sector in the region also are covered, given the role of bureaucracies and state-owned enterprises in the region. The aim of the course is to enhance students' understanding of the Middle Eastern business environment and the ways in which various dynamics impact on business operations of firms in the region.
<table>
<thead>
<tr>
<th><strong>Mode of Delivery</strong></th>
<th>On campus</th>
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<tbody>
<tr>
<td><strong>Prerequisites</strong></td>
<td>To enrol in this course you must have completed or be currently studying BUSI2025</td>
</tr>
<tr>
<td><strong>Incompatible Courses</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Course Convenor/Lecturer:</strong></td>
<td>A/Prof. Matthew Gray</td>
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</tbody>
</table>

Centre for Arab & Islamic Studies  
College of Arts and Social Sciences (CASS)  
Room 2.10  
CAIS Building (127)  
Ellery Crescent  
(ANU map reference EF32. The CAIS building is opposite the Baldessin Precinct Building (#110) on Ellery Crs, and near the Chancelry Building (#10) with a dirt car park in between)

| **Phone:** | 02 6125 1062  
(x51062 on campus) |
| **Email:** | m.gray@anu.edu.au |
| **Office hours for student consultation:** | Mondays 2.00pm-4.00pm  
Thursdays 3.00pm-5.00pm  
Other days and times may be available by appointment; please email to make an appointment |
| **Student administrator/s** | RSM Student Office (Monday to Friday 9am to 5pm)  
Room 1088  
Level 1  
L. F. Crisp Building (#26) |
| **Phone:** | 02 6125 6737 or 02 6125 9839 |
| **Email:** | enquiries.rsm@anu.edu.au |

[http://programsandcourses.anu.edu.au](http://programsandcourses.anu.edu.au)
COURSE OVERVIEW

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to demonstrate:

1. An understanding of the various factors that influence the business environment in the Middle East, including the political and economic environments;
2. A knowledge of the business culture of the Middle East and how this is related to the wider cultures of the region;
3. An understanding of several specific issues in Middle Eastern business; among these might include the dynamics of business leadership, human resources, marketing, banking and finance, logistics, e-business, and public relations; and
4. The ability to communicate their understanding of and knowledge about the above in a clear and concise way and in both written and oral formats.

Proposed Assessment (Summary): Assessment for this course will be confirmed after consultation with students at the first lecture of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Linked Learning Outcomes</th>
</tr>
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<tbody>
<tr>
<td>1. Mid-semester examination</td>
<td>20% of the course assessment</td>
<td>To be held in Week 6 and run by the Examinations Office</td>
<td>LO1, LO2, LO4, covering material from Weeks 1-5 inclusive of the course</td>
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<tr>
<td>2. Major essay</td>
<td>50% of the course assessment</td>
<td>Due no later than 12pm noon on Monday 28 April 2014</td>
<td>LO1, LO2, and LO4, plus some link to LO3 to a basic and/or partial extent</td>
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<tr>
<td>3. Final examination</td>
<td>30% of the course assessment</td>
<td>To be held in the S1 examination period (5-21 June inclusive)</td>
<td>Assesses all four LOs</td>
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Research-Led Teaching

This course brings into its coverage and the learning approach several research-led features and characteristics:

- The course convener includes in the course content some of his very recent and current research findings and theoretical concepts and arguments, giving students the opportunity to engage with several emerging ideas in Middle Eastern political economy and business;
• Many of the course activities, and the course assessment, using enquiry-based learning formats that pose real-world examples of business issues and which require students to engage with and address these scenarios using scholarly approaches, methodologies, and sources, honing their research skills and analytical judgment in the process; and
• Regular group work in the weekly workshops encourage students to collaborate with each other in locating basic data, applying and assessing material, and refining and defending their ideas and arguments, enhancing their teamwork-based research skills.

Feedback

Staff Feedback

Students will be provided with written feedback on the major essay, explaining the strengths and weaknesses of the work and how the final mark was arrived at. Any late penalties will be listed separately to the main mark.

Some more general feedback on essay performance and the spread of marks may be provided to the class at one of the seminars.

No individual or written feedback is provided on the mid-semester and final examinations, although some general comments about the performance of the class as a whole, and advice on how well various questions were handled, will be provided for the mid-semester examination so as to help students prepare for the final examination. Students are welcome to access their paper in accordance with ANU and College policies, which may provide some feedback and related insights, e.g. the marks gained for each question or section.

Student Feedback

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to:
http://unistats.anu.edu.au/surveys/selt/students/ and
http://unistats.anu.edu.au/surveys/selt/results/learning/

Policies

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University's education policies and an explanatory glossary at: http://policies.anu.edu.au/
Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course.

Key policies include:
- **Student Assessment (Coursework)**
- **Student Surveys and Evaluations**
- **Assessment of Student Learning**

**COURSE SCHEDULE**
(A detailed course schedule is provide on pp. 12-18 of this course guide)

<table>
<thead>
<tr>
<th>Week</th>
<th>Summary of Activities</th>
<th>Assessment</th>
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<tbody>
<tr>
<td>1</td>
<td>Course introduction and historical overview</td>
<td>–</td>
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<tr>
<td>2</td>
<td>Trade, investment and globalisation in the Middle East</td>
<td>–</td>
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<tr>
<td>3</td>
<td>Religion, culture and business practices</td>
<td>–</td>
</tr>
<tr>
<td>4</td>
<td>Politics, conflict, change, and the risk environment</td>
<td>–</td>
</tr>
<tr>
<td>5</td>
<td>International business and investment in the Middle East</td>
<td>–</td>
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<tr>
<td>6</td>
<td>Banking, Islamic finance and capital markets</td>
<td>Mid-semester examination this week, possibly overlapping with the workshop time</td>
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<tr>
<td>7</td>
<td>Leadership and human resource management in the region</td>
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<td></td>
<td><strong>Mid-Semester Break 7-21 April inclusive</strong></td>
<td>–</td>
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<tr>
<td>8</td>
<td>Film</td>
<td>–</td>
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<tr>
<td>9</td>
<td>Issues in marketing and sales</td>
<td>Major essay due in Week 9 (by 12pm Monday 28 April)</td>
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<tr>
<td>10</td>
<td>Logistics, operations and e-business</td>
<td>–</td>
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<tr>
<td>11</td>
<td>Public relations, the problems of corruption and a lack of transparency, and issues of communication</td>
<td>–</td>
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<tr>
<td>12</td>
<td>Current issues in Middle Eastern business and directions in Australia-Middle East trade and investment</td>
<td>–</td>
</tr>
<tr>
<td>13</td>
<td>Course conclusion</td>
<td>–</td>
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<td></td>
<td>Examination period</td>
<td>Final examination, held in the S1 exam period 5-21 June</td>
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ASSESSMENT REQUIREMENTS

Assessment Tasks

Details about assessment may change during the first two weeks of semester, based on student consultations. Any changes to the proposed assessment will be posted on Wattle by the end of Week 2 of the course, but please ensure that you check with the lecturer if you are unsure about any changes.

Participation

Attendance at, and active participation in, the weekly workshops is expected but is not strictly compulsory and is not assessed. Students who cannot commit to attending most workshops for the course are placing themselves at a disadvantage, and should consider whether taking the course this semester is advisable; it may be better to undertake it in a future year. It is very likely to be offered again in first semester 2015.

Attendance is so strongly recommended because:

- So much of the assessment uses cases and techniques that are similar to those taught and practiced in the workshops; and
- Some parts of the workshops, such as films and guest lectures, may not be recorded or otherwise accessible beyond the workshop.

Assessment Task 1: Mid-Semester Examination

Details of task:

- The mid-semester examination will be marked out of 20 marks and will account for 20% of the final course mark/grade.
- It will be a one-hour exam, plus a brief reading period (probably 10 minutes), and held during the formal mid-semester examination period (most likely during class time in Week 6). It is likely to consist of several short-answer questions; there will be some choice of questions.
- It will be based on readings, lectures, content from group activities, and other material from Weeks 1-5 inclusive of the course.
- The mid-semester examination will be marked on the basis of the following:
  - How accurately and fully the questions are answered, relative to the expected length of the response. It is impossible to obtain a good mark without meeting this criterion.
  - The strength and clarity of any argument, analysis or assessment required in the question and/or accuracy of the points made in support thereof (this criterion will depend on the actual format of the exam).
  - Technical quality is not a criterion, but exams must be legible.
- Student suggestions on exam structure and style are welcome: this will be sought in workshops in Weeks 1 and 2, or email comments are welcome.
- Full details about the content, format, and style of the examination, and some hints on the types of questions and topics to expect, will be provided no later than in the workshop in Week 5.
Assessment Task 2: Major essay

Details of task:

- The major essay will be marked out of 100 marks and will account for 50% of the final course mark/grade.
- It is due no later than 12pm (noon) on Monday 28 April 2014.
- It should be 2,500-3,000 words of main text (i.e. not counting the bibliography/references list, a reasonable amount of narrative footnotes/endnotes, and any appendices.
- The essay should be completed on one of the set questions which will be distributed at the start of semester, and on Wattle, and which will be based around content from the first half of the course.
- Essays will be marked according to:
  - Whether or not the question is answered. It is impossible to obtain a good mark without meeting this criterion.
  - The strength and clarity of the essay argument and the points made in support of that argument. This is the second most important factor to a marker, and usually is the most distinguishing feature between essays with high grades and those with low grades.
  - The depth and appropriateness of research done for the essay.
  - The degree to which the essay shows flair, interesting but realistic ideas/impressions, and engages the reader.
  - Technical quality, including spelling, grammar, clarity of expression, and citation and bibliographical consistency.
- Essays should be word-processed, professionally presented, stapled in the top-left corner. Either the Harvard or Chicago referencing styles may be used, but style should conform to usual practices and be consistent throughout the essay.
  - Links to documentation on proper referencing methods are available on the course website or from the ANU Library website: http://anulib.anu.edu.au/lib_home.html.
- Essays must have a School cover sheet with all of the appropriate details completed, including name(s) and signature(s) and should be dated. Essay cover sheets are available from the course website.
- All essays are to be placed in the subject specific BUSI2024 assignment submission box which is located in the Research School of Management foyer opposite the main counter, 1st Floor Crisp Building, by 4pm on the due date.
  - Please note that essays delivered in any other manner may be deemed non-submissions.
- Students must keep a copy of the essay; if the essay is lost or not recorded as received, the onus will be on the student to supply another copy of it.
- Essays will be marked as quickly as possible, with written feedback provided on the essay itself and on a cover sheet. Essays will be returned to students no later than before the start of the final examination period and ideally considerably earlier.
Assessment Task 3: Final (end-of-semester) Examination

Details of task:
- The final examination will be marked out of 100 marks and will account for 30% of the final course mark/grade.
- It will be a two-hour exam, plus 15 minutes reading time, and will be held during the formal first semester examination period (Mondays-Saturdays 5-21 June inclusive). It is likely to consist of two sections: one requiring several short-answer questions be answered and another requiring a longer essay-style answer to a question; there will be some choice of questions in both sections.
- It will be based on readings, lectures, content from group activities, and other material from the entire course, but with an emphasis on Weeks 6-13 inclusive of the course (since the mid-semester examination focuses on Weeks 1-5).
- The final examination will be marked on the basis of the following:
  - How accurately and fully the questions are answered, relative to the expected length and level of detail of the response. It is impossible to obtain a good mark without meeting this criterion.
  - The strength and clarity of any argument, analysis or assessment required in the question and/or accuracy of the points made in support thereof (this criterion will depend on the actual format of the exam).
  - Technical quality is not a criterion, but exams must be legible.
- Student suggestions on exam structure and style are welcome: this will be sought in lectures and tutorials early in the semester, or email comments are welcome.
- Full details about the content, format, and style of the examination, and some hints on the types of questions and topics to expect, will be provided no later than in the workshop in Week 13.

Examination(s)
Two examinations are included in the assessment for the course, and together account for half of the course assessment and the final mark/grade. See the details above.

Assignment submission

Online Submission: Online submission is not being used for this course in 2014 and essays cannot be submitted online.

Hard Copy Submission: As noted above:
- All essays are to be placed in the subject specific BUSI2024 assignment submission box which is located in the Research School of Management foyer opposite the main counter, 1st Floor Crisp Building, by no later than 12pm on the due date. Essays delivered in any other manner may be deemed non-submissions.
- Essays must have a School cover sheet with all of the appropriate details completed, including name(s) and signature(s) and should be dated. Essay cover sheets are available from the course website.
- Students must keep a copy of the essay: if the essay is lost or not recorded as received, the onus will be on the student to supply another copy of it.
Identify your Assignment with your Student Number only

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Use of Assignments as exemplars and grade moderation

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

Late submission of Assignments

If an assignment is submitted after the due date it will not be marked unless an application for Special Consideration is approved. An application for Special Consideration must:

- where relevant include a medical report completed by a medical practitioner (an ordinary "medical certificate" is not sufficient);
- include a copy of as much of the assignment as has been completed by the due time and date; and
- be submitted as soon as practicable, preferably before or on the due date.

In general, a successful application for Special Consideration will result in the marking of the work completed at the due date with some upward adjustment of the mark, rather than an extension of time. However, in extenuating circumstances, supported by appropriate documentation, an extension may be granted.

Note that decisions about Special Consideration are not made by the teaching staff for this course.

Returning assignments

Details will be provided in due course on how marked essays can be collected: please refer to Wattle for advice on the date and process. Essays not claimed quickly will be held in the Research School of Management (RSM) office. Students will need to present their student card to collect an essay. Essays remaining in the RSM office at the beginning of Week 3 in the following semester will be destroyed.

Resubmission of assignments

No assessment items may be resubmitted.

Referencing requirements

Either the Harvard or Chicago referencing styles may be used, but style should conform to usual practices and be consistent throughout the essay. Links to
documentation on proper referencing methods are available on the course website or from the ANU Library website: http://anulib.anu.edu.au/lib_home.html

**Examination material or equipment**

No material or equipment is permitted in either the mid-semester examination or the final examination, except for an English dictionary for students from non-English speaking backgrounds, with prior written approval.

**Tutorial and /or Seminar signup**

No sign-up is required for the workshops, and no classes or tutorials are held apart from the weekly, three-hour workshop.

**Workloads**

Students taking this course are expected to commit at least 10 hours a week to completing the work. This will include 3 hours per week in class and at least 7 hours a week on average (including non-teaching weeks) on course reading, research, writing and assignment work. This is based on:

- One workshop per week, up to three hours in duration, for thirteen weeks during the semester;
- An average of some three hours or so per week of reading, reflection, and other preparation (but note that this can vary significantly week-by-week);
- Some preparation for workshops: note that in some (but not all) weeks students need to do some specific if basic preparation for workshop discussion groups; and
- Time for preparing the major essay, and revising for the mid-semester examination and the final examination. It is impossible to give accurate indications of the time involved, as it depends on student skill and commitment.

**Prescribed Texts and Reference Materials**

**Prescribed Readings**

Prescribed readings will be available through the course Wattle site OR will be available from public Internet web pages OR will be available electronically through the ANU library website. Further advice will be provided in the Week 1 workshop.

Other ad hoc material may be posted to Wattle from time to time.

**Recommended Reading**

The course does not assume that students have prior study of business or of the Middle East, however:

- Students with no background on the Middle East should acquaint themselves with the basic history, culture and politics of the region prior to the start of the course and/or in the first week. Suggested texts are parts of one or more of the following introductory books: Peter Mansfield, *A History of the Middle East*

- Students with no background in business or related areas should acquaint themselves with basic business terms and concepts.

Students may wish to purchase Aamir A. Rehman, *Dubai & Co.: Global Strategies for Doing Business in the Gulf States* (New York: McGraw-Hill, 2008), which is a useful overview on some of the issues covered as they pertain to the Gulf states, but this is not an essential text.

**Support for Students**
The University offers a number of support services for students. Information on these is available online from [http://students.anu.edu.au/studentlife/](http://students.anu.edu.au/studentlife/)
### COURSE WEEKLY SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Activity/ies</th>
<th>Required student preparation</th>
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</table>
| Week 1 (for Thursday 20 February workshop) | Course introduction and historical overview | - A set of introductory lectures for the full three hour workshop period, with breaks in between:  
  - The first lecture will cover an overview of the course and administrative details, as well as some introductory concepts  
  - The second and third lectures will provide a general background on the Middle East for those with no previous exposure to the region, covering a broad sweep of its geography, politics and society | Readings:  
No required readings, but students with no background on the Middle East should acquaint themselves with the basic history, culture and politics of the region. Suggested texts are parts of one or more of the following introductory books: Peter Mansfield, *A History of the Middle East* (Penguin, various editions); Beverley Milton-Edwards, *Contemporary Politics in the Middle East* (Polity, 2nd Edn, 2006). |
| Week 2 (Thursday 27 February) | Trade, investment and globalisation in the Middle East | - One two-hour lecture; some of the questions to be considered are below.  
  - What factors in Middle Eastern history, and now, have shaped current trade/investment dynamics?  
  - What economic policies have been tried in the region, and what has worked or failed?  
  - How integrated, or not, is the Middle East in the international economic system?  
  - How has oil affected the region’s trade and investment environment?  
  - How has the Middle East responded to globalisation? How do you think this response has impacted its economic structures and performance?  
- A one-hour group discussion and debate on the current state of the Middle East’s economies. Questions to be addressed include what problems the Middle East inherited at independence, and why has a development model proved so elusive in the region? **Students should think about these issues in the context of 2-3 different states; say, a Gulf state, a non-oil republic, and one other.** | Readings:  
Beverley Milton-Edwards, *Contemporary Politics in the Middle East*, 2nd Ed. (Cambridge: Polity Press, 2006), Ch. 3 (pp. 73-101)  
Also recommended:  
Students without a background in Middle Eastern studies might like to read other chapters from Milton-Edwards’ *Contemporary Politics in the Middle East* and/or other texts recommended in Week 1 above. |
### Week 3 (Thursday 6 March)

**Religion, culture and business practices**

- One 90-120 minute lecture
  - What are Middle Eastern, Arab, Persian, Turkish and Jewish “cultures”?
  - What dangers are there in generalising about culture and business? Is “culture” a loaded term best avoided? Or instead is it a useful term for capturing the rubbery concept of group shared identities, values, loyalties and conduct?
  - How do various forms of identity impact or reach into the business world?
  - How do characteristics in the social realm affect the business realm, including corporate culture and inter-firm relations?

- A 60-90 minute discussion around culture. This will include watching some short videos/films, and then discussing some of the key issues related to culture and business in general and specifically in the Middle East.

**Readings:**

**Also recommended:**

### Week 4 (Thursday 13 March)

**Politics, conflict, change, and the risk environment**

- One two-hour lecture
  - What is the risk profile of the Middle East?
  - How important is the threat of war or conflict?
  - What political risks exist for business?
  - What strategies do foreign firms use to minimise risk?
  - Are things like social change, demographics, and gradualist economic reform a risk or threat for business?
  - This week will also include, in the lecture, a background discussion of political systems and military conflict in the region

- A one-hour group discussion and debate:
  - Students should prepare a brief assessment of risk issues for one of Egypt, Saudi Arabia, or Turkey, and be ready to discuss this in groups and more widely at the workshop.

**Readings:**

**Also recommended:**
<table>
<thead>
<tr>
<th>Week 5 (Thursday 20 March)</th>
<th>International business and investment in the Middle East</th>
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<tbody>
<tr>
<td>• One 90 minute to two-hour lecture</td>
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<tr>
<td>− What sorts of investments are most common in the region?</td>
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<td>− What prompts a foreign firm to enter a Middle Eastern market? What sorts of hurdles do they face, and how general or unique are these?</td>
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<tr>
<td>− Do the economic liberalisation efforts of some states bode well for greater FDI? Or have there been problems with the region’s economic liberalisation and reforms, and if so, of what sort?</td>
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<tr>
<td>− What impacts has the global financial crisis of 2008 onwards had on investment to and from the region?</td>
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<td>− How important has the GFC been in various countries?</td>
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<td>− How have states tried to “brand” their countries and economies, and has it worked?</td>
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<tr>
<td>• A 60-90 minute group discussion and debate:</td>
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<tr>
<td>− Students should prepare a brief set of thoughts on the investment environment in one of Egypt, Saudi Arabia, or the UAE, and be prepared to discuss this in groups and more widely. Consider the country’s economic profile, investment laws, its trading rules, and how “business friendly” its government seems, etc</td>
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<tr>
<td>• Briefly, some mid-semester exam advice</td>
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**Readings:**
- Andrew F. Cooper and Bessma Momani, “The challenge of re-branding progressive countries in the Gulf and Middle East: Opportunities through new networked engagements versus constraints of embedded negative images”, *Place Branding and Public Diplomacy*, 5, 2, 2009, pp. 103-117.
- Also recommended:
| Week 6 (Thursday 27 March) | Banking, Islamic finance and capital markets | • One two-hour lecture  
- What are the characteristics of (conventional) banking and finance in the Middle East?  
- What is Islamic finance all about? What accounts for its rise in popularity recently?  
- What challenges does the region face in developing its stock markets and debt markets?  
- What other capital raising and financing options and characteristics does the region possess?  

Readings:  
| Mid-Semester Examination | • A mid-semester examination of one hour plus 10 minutes’ reading time  
- **The examination may be scheduled for during this week’s workshop or at another time**  
- Refer to the details in this course guide  
- Further information and hints on what to expect will be provided in the Week 5 workshop  

Students will need to revise course materials, especially lecture notes and readings, for Weeks 1-5 inclusive, in preparation for the examination. |
| Week 7 (Thursday 3 April) | Leadership and human resource management in the region | • One two-hour lecture, covering:  
- Approaches to the concept of leadership in scholarship, and issues of leadership and decision-making styles in the Middle East  
- Gender, leadership, and management  
- The factors shaping human resource management (HRM) in the region in recent decades and the changes in HRM in that time  
- Whether there is any particular Middle Eastern country that is a “model” for HRM best practice  
- What unique problems or challenges foreign firms operating in the region face, in comparison with domestic firms, and what strategies can best be adopted to deal with these issues  
- Some brief documentary films may be shown  
- One one-hour group discussion on a leadership conundrum in the region: a scenario related to workplace cultures and human resources problems will be provided to drive the discussion and debate.  

Readings:  
Also recommended:  
| Week 8 (Thursday 24 April) | Film | This week a film will be shown (film title/details to be advised). The workload for the week has been kept minimal to allow students to focus on completing their major essay, due by 4pm on Monday 28 April (i.e. the start of the following week, Week 9) | No set readings this week. The showing of a film is designed to introduce students to an issue related to the region and to provide a different perspective to the more formal lectures/workshop activities in other weeks. |
| Week 9 (Thursday 1 May) | Issues in marketing and sales | **• One 90 minute lecture**  
  - How is marketing conducted in the Middle East?  
  - How does it vary from the West?  
  - How does sales and distribution usually work in the Middle East?  
  - How are decisions made in the Middle East by consumers? How is consumer behaviour similar to, and different from, elsewhere in the world?  
  - What unique problems or challenges do foreign firms face when marketing and selling their products in the Middle East? Are these different to domestic firms? What strategies can best be adopted to deal with these issues?  
  - Lectures this week include a number of examples of advertising from the region, including in audio-visual format of regional television ads  
  **• One 90 minute group activity and discussion. A marketing and advertising dilemma related to the Middle East, and students will work in groups to identify possible solutions and briefly present and debate their ideas. To prepare, have a look online at some advertisements from the Middle East to see how these vary from advertisements in the West and to get some ideas on their approaches and style.** | **Readings:**  
Aamir A. Rehman, *Dubai & Co.: Global Strategies for Doing Business in the Gulf States* (New York: McGraw-Hill, 2008), Ch. 6 (pp. 159-183).  
Also, have a look at the marketing and sales advice online provided by the Australian Trade Commission (Austrade) [http://www.austrade.gov.au/Country/default.aspx](http://www.austrade.gov.au/Country/default.aspx) and the US Department of State’s *Country Commercial Guidelines* [http://www.buyusainfo.net/z_body.cfm?dbf=crg1%2Ccbmr1%2Ccmrsearch1&search_type2=int&avar=19999&region=Middle%20East&logic=and&loadnav=no](http://www.buyusainfo.net/z_body.cfm?dbf=crg1%2Ccbmr1%2Ccmrsearch1&search_type2=int&avar=19999&region=Middle%20East&logic=and&loadnav=no) and consider some specifics of key countries such as the UAE, Saudi Arabia, Egypt, Israel and Turkey  
Also recommended:  
<p>| Major Essay | The major essay is due at the start of Week 9 (i.e. by no later than 12.00pm Monday 28 April) |</p>
<table>
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<tr>
<th>Week 10 (Thursday 8 May)</th>
<th>Logistics, operations and e-business</th>
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<tr>
<td>• One two-hour lecture</td>
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<tr>
<td>– The operational and logistics environment in the Middle East: contrasting examples</td>
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<tr>
<td>– The operational and logistics challenges of doing business in the Middle East</td>
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<td>– Have regional bodies such as the GCC helped enhance cross-border trade, investment and human mobility?</td>
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<td>– The state of e-business and online sales and marketing in the region</td>
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<td>• A guest speaker is planned (to be confirmed and depending on availability – this could be in other weeks instead).</td>
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<td>• Alternatively a video will be shown on small business issues in the Middle East, or a discussion held on an aspect of logistics or operations in the region.</td>
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**Readings:**
- “Middle East to Drive Global Logistics Expansion”, *World Trade*, 21, 10, 2008, p. 12.

**Also recommended:**

<table>
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<tr>
<th>Week 11 (Thursday 15 May)</th>
<th>Public relations, the problems of corruption and a lack of transparency, and issues of communication</th>
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<tr>
<td>• One one-hour lecture</td>
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<tr>
<td>– How do public relations work in the Middle East? How is it different to Australia and other Western countries?</td>
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<td>– How valid is the argument that traditional face-to-face or trust-based methods of contact remain strong in the Middle East? If this indeed has some truth to it, how much truth?</td>
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<tr>
<td>– How does business lobbying work in the region? How should foreign firms conduct lobbying efforts in the region?</td>
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<tr>
<td>– How should foreign firms respond to public relations necessities?</td>
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<tr>
<td>• A one-hour documentary will be shown: <em>Black Money</em> (2009), from PBS Frontline in the US, on the UK-Saudi Al-Yamama project and issues of corruption</td>
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<tr>
<td>• A one-hour group activity and discussion. A scenario will be presented on a public relations problem, which students will work in small groups to debate.</td>
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**Readings:**

**Also recommended:**
| Week 12 (Thursday 22 May) | Current issues in Middle Eastern business and directions in Australia-Middle East trade and investment | • One lecture of about 90 minutes  
  - The global financial crisis and the Middle East  
  - Middle Eastern Sovereign Wealth Funds (SWFs)  
  - Trends in Islamic finance  
  - Middle Eastern conflicts – especially the Israeli-Palestinian conflict and the future of Iraq – and business and economy  
  - Emerging areas of scholarly research  
  - An overview of past Australian-Middle Eastern trade and the commercial relationship  
  - Current issues with Australian-Middle Eastern trade and investment, including issues with specific countries in the region  
  • Question and answer and/or discussion time will be made available to assess and debate current events and what they might mean for Australia. |
|--------------------------|--------------------------------------------------------------------------------------------------|---|
|                           | Readings:  
  These may change: further or other readings may be provided on Wattle closer to the date, as new pieces are published on very contemporary and fluid issues such as the Arab Spring, SWFs, regional conflicts, etc. |
| Week 13 (Thursday 29 May) | Course conclusion | • One two-hour lecture  
  - A reiteration of key themes and ideas from the course  
  - Exam hints and advice  
  • The final hour will be kept free for any discussion on remaining topics, or if there are topics not covered in the course that students would like to discuss. |
| First Semester Examination Period (Mondays-Saturdays 5-21 June inclusive) | Final Examination | • A final examination of two hours plus 15 minutes’ reading time  
  - Refer to the details in this course guide  
  - Further information and hints on what to be expected will be provided in the Week 13 workshop |
|                           | Students will need to revise course materials, especially lecture notes, readings, and possibly other sources, in preparation for the examination. |
|                           | To be confirmed: if any, they will be provided on Wattle closer to Week 13. |