

VICTORIA UNIVERSITY OF WELLINGTON

Te Whare Wānanga o te Ūpoko o te Ika a Māui



IBUS 301 INTERNATIONAL MANAGEMENT



Course outline 2005

GENERAL

This paper is designed to introduce the study of the basic functional and intercultural aspects in international management. The focus of the paper is how companies coordinate and control their operations internationally. The discussion is centred on the internationalisation, intercultural management and international human resource management. The paper is taught through a combination of lectures, tutorials and assignments. Each week comprises a two hour lecture session on Thursday, a one hour workshop session on Friday, and a one hour tutorial.

COURSE CO-ORDINATOR

Dr. Thomas Borghoff
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LECTURE TIMES AND ROOMS:

Thursday	8.40-10.20 pm	RH LT 2
Friday	9.30-10.20 am	RH LT 2

REQUIRED TEXT:

The required texts for this paper are:

Hill, Charles W.L. (2003): *International Business: Competing in the Global Marketplace*. 4th Ed. Boston. McGraw-Hill

Hodgetts, Richard. Luthans, Fred. (2003). *International Management: Culture, Strategy, and Behavior*. 5th Ed. Boston. McGraw-Hill

PREREQUISITES:

IBUS 201, Principles of International Business.

Lectures

These sessions present the key concepts relating to the management of international operations, intercultural management and international human resource management. Appropriate cases and examples of real life companies are used to illustrate these concepts. An overview of the topics covered in the lectures is included later in this course outline.

Workshop sessions

The workshop sessions serve to provide in-depth and complementary knowledge to the concepts presented in the lectures.

Tutorials

The focus of the tutorial sessions is learning how to apply the concepts introduced in the lectures and textbook to cases of firms operating internationally.

Tutorials are designed to encourage analytical and strategic thinking by applying the tools and concepts introduced during the lecture sessions to case studies. The essence of the case method is active participation, and there will be opportunities for discussion and debate during the tutorial sessions. As a participant, you are responsible for not only your own learning, therefore, but also the learning of others in your tutorial group. Successful class discussion occurs when participants experience contrasting views and interpretations. You will be expected to state your position, to defend your views, and to seek to understand the positions of others. The tutor's role will be one of facilitation and support of this discussion rather than leading the discussion.

LEARNING OUTCOMES:

Upon completion of this paper students will be able to

- * differentiate the development of international activities on the basis of different market selection and entry modes;
- * recognise the complexity and diversity of international operations and intercultural management;
- * describe differences in the management of activities across cultures;
- * understand how different managerial functions are shaped by both the strategy of the firm and the operating environment;
- * apply tools and managerial practices to actual case studies of firms operating in the international business environment;
- * formulate operational recommendations for case study firms, suggest means of implementing these operations and explain how these operations will serve to pursue the key objectives and mission of these firms;
- * be aware of future developments in the management of activities in the international environment.

ASSESSMENT:

The paper will be assessed on the basis of 60% coursework and 40% final examination. The individual assessment weightings are as follows:

Tutorial Assignments and Participation	15%
Individual Assignment	20%
Individual Assignment	25%
Final Examination	40%
Total	100%

COURSEWORK REQUIREMENTS:**Tutorials**

Tutorials will start in the third week of the trimester, and be held each week. Tutorial topics are given in the first lecture and you should be aware that preparation for certain tutorials may include attendance at the previous Friday's workshop session.

Exam

The final examination accounts for 40% of the assessment weighting for this course. The exam will consist of a case study or essay, and short-answer questions at the discretion of the course-controller. The exam will expect students to draw on what they have learnt from the lectures, textbook, tutorials, workshops and assignments.

SUBMISSION OF ASSIGNMENTS

- a) Assignments are to be handed in to the tutor concerned at the beginning of the tutorial session of the 5th week for the first assignment and the 10th week for the second assignment.
- b) All work handed in must have title and topic of the assignment, your name, ID number, tutor's name, tutorial time and room.
- c) Extensions **must be applied for in advance** - they will only be considered if a written application is made **at least 24 hours** prior to the due date, except where the student has a medical certificate, a note from the student counsellor, or some exceptional circumstance exists.
- d) WHERE EXTENSIONS HAVE BEEN GRANTED work is to be handed in to the tutor or lecturer concerned.
- e) Assignments will be graded and returned during lectures or tutorials unless otherwise arranged.

UNIVERSITY REQUIREMENTS

Students should familiarise themselves with the University's requirements, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures, contained in the statutes in the Calendar and read the requirement of this course outline in that context. The Calendar also contains the Statute on Conduct which ensures that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The statute contains information on what conduct is prohibited and what steps can be taken if there is a complaint.

Use of online resources is subject to the University IS Statute.

PLAGIARISM

Plagiarism is not acceptable in any form in School of Marketing and International Business courses. Plagiarism takes many forms and includes:

- X Deliberately copying another student's work;**
 - X Copying directly from textbooks and other sources without using quotation marks;**
 - X Not acknowledging the sources you have used in your work (i.e. you must cite all references);**
 - X Re-submitting an assignment used in one course as an original piece of work for another course.**
- Work which shows evidence of plagiarism will be penalised in line with the seriousness of the case.**

SPECIAL NEEDS

Students who require special arrangements should contact the departmental secretary as early in the term as possible. The University has a policy of reasonable accommodation of the needs of students with disabilities in examinations and other assessment procedures. For more information on the available services please see Disability Support Services.

AEGROTAT

Aegrotat regulations do not apply to internally assessed courses. Students who cannot submit or complete the course requirements on account of illness or some other impairment should inform the departmental secretary immediately with documentation. Depending on the particular circumstances, the course co-ordinator may give favourable consideration to the student's situation.

Student counselling have information on applying for an aegrotat pass which contains details of the correct procedure to follow.

HEALTH AND SAFETY

Fire: In the event of continuous ringing of alarm bells, or sounding of sirens, all occupants the building must evacuate by the nearest exit to an area away from the building and clear of any roadway, and may not re-enter the building until the all clear is signalled by the Fire Service or the Building Warden. Occupants should leave the building in an orderly manner (avoid panic and do not run) and should not attempt to carry cumbersome equipment or personal belongings. Elevators must not be used during an evacuation.

GRIEVANCE PROCEDURES

If you have any problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) for your Faculty. The University has a well developed, independent procedure for dealing with academic grievances and complaints of this nature. These procedures are set out in Part 5 of the Personal Courses of Study Statute in the Calendar. More generally, the University has put in place a comprehensive Statute on Conduct. This Statute is printed in the Calendar and contains information about what conduct is prohibited and what steps can be taken if there is a complaint.

WORKLOAD

You should expect to spend some 12 hours per week on this paper (including class contact hours).

LECTURE OUTLINE

The paper is based around three main facets of international business strategy:

1. Internationalisation and international operations,
2. Intercultural management and
3. International human resource management.

The lecture and reading outline is as follows:

PART ONE – Internationalisation and international operations

- Forms and instruments of internationalisation
 - Market selection and entry modes
 - Export and import financing
- International manufacturing and materials management
 - Location
 - Make-or-buy decisions
 - Co-ordination of the global manufacturing system
- International marketing and R&D
 - Marketing mix
 - New product development
- International accounting and finance
 - International differences in accounting standards
 - Multinational consolidation and currency translation
 - Exchange rates and transfer pricing
 - International investment
 - Global money management

PART TWO – Intercultural management

- Managing across cultures
 - Strategy for managing across cultures
 - Cross-cultural differences and similarities
- Organisational cultures and diversity
 - Organisational cultures in MNCs
 - Managing multiculturalism and diversity
- Intercultural communication
 - The communication process
 - Communication flows
 - Communication barriers
 - Achieving communication effectiveness

PART THREE – Human resource management

- Motivation across cultures
 - Motivation theory
 - Motivation applied
- Leadership across culture
 - Foundation for leadership

- Leadership in the international context
- Human resource selection and repatriation
 - Selection criteria and procedures
 - Compensation
 - Repatriation
- Human resource development across cultures
 - Training in international management
 - Organisation development

Course Review And Summary

Course Schedule 2005 - IBUS 301

Week beginning	LECTURE/WORKSHOP TOPIC	TUTORIALS	ASSIGNMENTS
PART ONE: Internationalisation and international operations			
7 th July	Introduction	Nil	
14 th July	Forms and instruments of internationalisation	Nil	
21 st July	International manufacturing and materials management	Case Study from Text	
28 th July	International marketing and R&D	Case Study from Text	
4 th August	International accounting and finance	Case Study from Text	
PART TWO: The Role of Culture			
11 th August	Managing across Cultures	Case Study from Text	Deadline of the 1 st individual assignment
18 th August	Study Break		
25 th August	Study Break		
1 st September	Organizational cultures and diversity	Case Study from Text	
8 th September	Intercultural communication	Case Study from Text	
PART THREE: Human Resource Management			
15 th September	Motivation across cultures	Case Study from Text	
22 nd September	Leadership across cultures	Case Study from Text	
29 th September	Human resource selection and repatriation	Case Study from Text	Deadline of the 2 nd individual assignment
6 th October	Human resource development across cultures	Case Study from Text	
10 th October	Study Break		
17 th October	Examinations start	Nil	Exam

STYLE GUIDELINES FOR ASSIGNMENTS

Format

Reports should have a cover page clearly showing the name of the assignment, your name and ID number, your tutor's name, your tutorial time and room and a WORD COUNT.

Reports should also include a TABLE OF CONTENTS and an Executive Summary where appropriate.

Headings

Main and secondary headings should be numbered. Example:

3 Alternative Strategies

3.1 Market expansion into Europe

3.2 Product diversification into fortified wines and liqueurs

Type Format

Use a 12 point/pitch font, and either double spacing or 1.5 spacing between lines. Add an additional line space between paragraphs.

Tables and Figures

Tables and figures should supplement and clarify the text, not completely duplicate it. Avoid repetitive figures (e.g., pie charts, histograms) which could be summarized more succinctly by one or two tables, or simply covered in the text.

Each table or figure should have the word Table or Figure and its number at the top, followed by its title. Tables, as well as figures, are numbered consecutively from the beginning to the end of the essay/report. Example:

Table 1. Numbers of Foreign Firms in New Zealand, 1990 - 1994

Sufficient information should be contained in the table or figure so that the reader can understand it without having to consult the text. Footnotes immediately underneath the table or figure should be used to explain all abbreviations and symbols used. Do not forget to give the source of your material with your table/figure. Also the readers attention should be drawn to your table/figure by referring to it in your text, e.g. "as can be seen in table 1..." or "the majority of people (refer table 1).

Appendices

You may use appendices to place supplementary material (background material) which does not directly relate to the text of your essay/report. If something is important then it should be included in your discussion proper. Reference must be made to the appropriate appendices in your text (ie. refer Appendix A). A single appendix should be titled APPENDIX. Multiple appendices are titled APPENDIX A, APPENDIX B, etc. Appendices appear in the order that they are mentioned in the text of the essay/report.

Language

Avoid terms or usages that are or may be interpreted as denigrating to ethnic or other groups. Be particularly careful to use gender-neutral terms. For example, use plural pronouns (e.g., clients...they) rather than gender-specific pronouns (e.g., client...he).

Using the first person is discouraged in academic writing. For example it is better to say "In the author's opinion....." rather than "In my opinion.....", or "the author believes...." rather than "I believe...". Alternatively, reword your sentence to avoid using these terms.

Quotations

Quotations are used to support specific points you wish to make. They should readily fit with the idea you are discussing and should thus need no further explanation. Generally, two types of quotations are used - the short quotation (a few words of clarification) and long quotations (a full sentence or two that makes a specific point by itself).

A **short quotation** (fewer than 20 words) should be incorporated in the text and enclosed by quotation marks. It may include whole sentences or part of a sentence. For instance:

The use of adequate referencing is "absolutely essential" for professional report-writing (Hughes, 1990, p. 456).

A **long quotation** (20 words or more) should be displayed in a free standing block, double indented from the margins, without quotation marks. Spacing in long quotes is reduced to one line (single spacing). This paragraph is an example of a long quotation (Author, year, p. xx). Make sure you cite the reference for the quotation, including the page number.

Footnotes

Footnotes should be used sparingly. Points that are important can usually be integrated into the text. Avoid footnotes or endnotes for referencing (see Referencing below).

Referencing

The effective use of a referencing system enables you to acknowledge the source of your ideas, to provide support for your arguments, to avoid plagiarism, and to allow your readers to consult original readings. It is strongly recommended that you use the American Psychological Association (APA) style of referencing, a widely-used and well-documented style in the social sciences and management.

CITATION OF A REFERENCE IN THE TEXT

To provide a reference **in text**, use parentheses () to supply the name of the author or authors, date, and, if a direct quote is used, page numbers. (Do not use end notes or footnotes for references.) For example:

Organizations exist to achieve particular objectives (Bateman & Zeithaml, 1990).

An organization is a "managed system designed and operated to achieve a specific set of objectives" (Bateman & Zeithaml, 1990, p. 14).

If a paper has only one or two authors, quote the name(s) in brackets as shown above. If the paper has **three or more authors**, state the first name only followed by the words "et al". For example a paper authored by Smith, Brown and Jones would be listed in the text as (Smith et al, 1990).

If the reference has **no author** (or editor, company/organisation name) cite the first few words of the reference list entry (usually the title) and the date in the text. Include a page number if a direct quote is used, for example: (Dairy industry is..., 1995, p. 13). Also see section on citing electronic references.

If you have cited two or more publications by the **same author, written in the same year**, these need to be differentiated in the text and in the reference list by using lowercase letters following the date. For example, the first reference in the text to the author's 1993 work will be (Akoorie, 1993a). A second paper written by Akoorie in 1993 is cited later in the text as (Akoorie, 1993b).

PREPARING A REFERENCE LIST

List details of each reference at the end of your paper, listed in **ALPHABETICAL** order. Each entry begins with the author's name and the publication date, allowing the reader to find it easily. The reference supplies full publication information about the item, for example:

Bateman, T.S., & Zeithaml, C.P. (1990). *Management: Function and strategy*. Boston, MA: Irwin.

Note:

- the order and style used for authors' names (last name first, initials only).
- the year of publication in parentheses.
- that a full stop follows the date, followed by the title, then full stop again.
- that the title is either italicised or underlined. Only the first letter of the first word (and first word following a colon) is capitalised. [Proper Nouns are also capitalised].
- the place of publication, followed by a colon.
- that the name of the publisher comes last, followed by a full-stop and that all but the first line of each reference is indented.

If the reference is a **chapter in an edited book, use the following format:**

Higgins, M. (1990). Social network analysis: Its implications for business and business communication. In F. Sligo (Ed.), *Business communication New Zealand perspectives*. Palmerston North: Software Technology, 168-179.

(Note that it is the book title that is either italicised or underlined, not the title of the article, and that the **page numbers** of the specific chapter are given at the end.)

Where the reference is a **journal article** the publisher and place of publication are not included:

Georgoff, D., & Murdick, R. (1986). Manager's guide to forecasting. *Harvard Business Review*, 64(1), 110-120.

(Note that the **journal** title is either italicised or underlined, and that capital letters are used as in the original journal title; page numbers are given without 'pp.'; volume and issue number are given as 64(1), instead of vol. 64, no. 1; a month or season is given with the year of publication if there is no volume or issue number.)

Example of a Reference List

REFERENCES

- Holmes, T. H. & Rahe, R. H. (1967). The social readjustment rating scale. *Journal of Psychometric Research*, 11, 213-218.
- Jantsch, E. (1980). *The self-organising universe: Scientific and human implications of the emerging paradigm of evolution*. New York: Pergamon.
- Kim, Y.Y. (1985). Communication, information, and adaptation. In B. D. Ruben (Ed.), *Information and Behaviour*, New Brunswick, NJ: Transaction Books, 32-34.
- Lum, J. (1982). Marginality and multiculturalism. In L. Samovar, B. R. Porter (Eds.), *Intercultural communication: A reader* (3rd ed.). Belmont, CA: Wadsworth.

Do not use 'et al' in the reference list, all authors must be listed for each reference.

If there is **no author** (or editor, organisation/company) for your reference, move the title to the author position (before the date of publication). Example:

Dairy industry haggles over future. (1995). *The Independent*, 11 August, 13.

If you have cited two or more publications by the **same author, written in the same year**, these need to be differentiated in the text and in the reference list, by using lowercase letters following the date. For example, the first and second references cited in the text will appear in the reference list as:

Akooorie, M. (1993a). Patterns of foreign direct investment by large New Zealand firms. *International Business Review*, 2(2), 169-189.

Akooie, M. (1993b). Pragmatism and performance: International business in the development of two small economies: Singapore and New Zealand. In O. Yau and W. Shepherd (Eds.), *Proceedings of the Academy of International Business Southeast Asia Regional Conference*, June. Brisbane, 5-11.

USING A BIBLIOGRAPHY TO LIST OTHER RELEVANT REFERENCES

You may also wish to include a **Bibliography** after your Reference list. A Bibliography contains a list of the sources quoted in your essay/report (i.e. the Reference List) PLUS any other sources of information that you used but did not quote in your work.

In other words, the bibliography includes **ALL references** to other material that you have gathered during your research, whether they are cited in your assignment or not. The format for a Bibliography is the same as for the Reference list.

Further details on writing style and referencing can be found in the APA's Publication Manual, available in the University Library.

CITATION OF A ELECTRONIC REFERENCE IN THE TEXT

To cite an electronic reference in the text *use the same method* as for other references, ie. (author, date). If **no author** (or editor, company/organisation name) is given cite the first few words of the reference list entry (usually the title of the document).

If the reference is a **personal communication** (see below), such as an e-mail, discussion group or bulletin board message, it must be referenced in the text as:

(Tommy's Home Page, <http://www.waikato.ac.nz/personnel/tommy.html>, 4 June 1997).

(Note: the in text reference includes (at least) the home page title, home page address and date of access. An **e-mail message** should include the sender, sender's e-mail address, date, subject of message, recipient's e-mail address:

Day, Martha (MDAY@sage.uvm.edu). (30 July 1995). Review of film - *Bad Lieutenant*. E-mail to Xia Li (XLI@moose.uvm.edu).

PREPARING THE REFERENCE LIST USING ELECTRONIC SOURCES

For **individual works** the format is:

Author/editor/company/organisation. (Year). *Title* (edition), [Type of Medium]. Producer (optional). Available: Supplier/Database identifier or number or protocol: Site/Path/File [Access date].

Pritzker, T. J. (1994). *An Early fragment from central Nepal*, [Online]. Available: <http://www.ingress.com/~astanart/pritzker/pritzker.html> [8 June 1995].

The type of **medium** may be CD ROM or online (Worldwide Web or internet).

For **parts of works** the format is:

Author/editor/company/organisation. (Year). Title. In *Source* (edition), [Type of Medium]. Producer (optional). Available: Supplier/Database identifier or number or protocol: Site/Path/File [Access date].

For **journal, magazine or newspaper articles** the format is:

Author. (Year). Title of article. *Journal/magazine/newspaper title* [Type of Medium], *volume*(issue), day/month/season, paging or indicator of length. Available: Supplier/Database name or number/Item or accession number or protocol: Site/Path/File [Access date].

Clark, J. K. (1993). Complications in academia: Sexual harassment and the law. *Siecus Report* [CD-ROM], 21(6), 6-10. Available: 1994 SIRS/SIRS 1993 School/Volume 4/Article 93A [13 June 1995].

Daniel, R. T. (1995). The History of Western Music. In *Britannica online: Macropaedia* [Online]. Available: <http://www.eb.com:180/cgi-bin/g:DocF=macro/5004/45/0.html> [14 June 1995].

If **no author**/editor or company/organisation name is given move the title of the document to the author position (before the date of publication).

Bosnia and Hercegovina. (1995). In *Academic American Encyclopaedia* [Online]. Available: Dow Jones News Retrieval Service/ENCYC [5 June 1995].

If **no date** is given for the reference, write (no date) instead of the year.

Personal communications (see below) should not be included in your reference list.

CITING AND REFERENCING PERSONAL COMMUNICATIONS

Personal communications include telephone conversations, interviews and various types of electronic communication such as e-mail, discussion group and bulletin board postings. All references (electronic or otherwise) which do not contain all of the information required for referencing (above) should be treated as personal communications.

These should be referenced in the text but *not included in the reference list*. This is because the reader is often unable to access the source of the information due to lack of information, publication etc. Citing an electronic personal communication is explained under 'Citation of a Reference in the Text'. Citing other forms of personal communications in the text should be in the following format: (Name, title/company, personal communication, day/month/year). For example:

(Don Brash, Reserve Bank of New Zealand, 14 November 1997).

Tutorials IBUS 301: Case studies

- 3rd week: Li & Fung, in: Hill (2003), pp. 566-567
- 4th week: Motorola's global cash management, in: Hill (2003), pp. 677-679
- 5th week: A jumping-off place, in: Hodgetts/Luthans (2002), p. 136
- 6th week: Beijing: here we come, in: Hodgetts/Luthans (2002), p. 166
- 7th week: A good faith effort is needed, in: Hodgetts/Luthans (2002), p.194
- 8th week: Foreign or domestic?, in: Hodgetts/Luthans (2002), p. 222
- 9th week: Motivation is the key, in: Hodgetts/Luthans (2002), p. 407
- 10th week: An offer from Down Under, in: Hodgetts/Luthans (2002), p. 440
- 11th week: A selection decision,in: Hodgetts/Luthans (2002), p. 476
- 12th week: A Southern expansion, in: Hodgetts/Luthans (2002), p. 509