



School of Marketing and International Business

## **IBUS 301 International Management**

Trimester Two 2006

### **COURSE OUTLINE**

#### **Contact Details**

##### **COURSE CO-ORDINATOR**

Dr. Thomas Borghoff  
Rm 1113, Rutherford House, 23 Lambton Quay  
Telephone: 463 9992, Fax: 463 5231, e-mail: [thomas.borghoff@vuw.ac.nz](mailto:thomas.borghoff@vuw.ac.nz)

#### **Class Times and Room Numbers**

##### **LECTURE TIMES AND ROOMS:**

Tuesday	8.30 - 10.20 am	RH LT 1
Thursday	8.30 - 09.20 am	RH LT 1

The period of the final examination is

## Course Objectives

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.

In order to achieve these objectives, lectures will serve to convey the conceptual basis, which will be trained in the workshops and tutorials.

### 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.

## Course Content

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 - IBUS 301

<b>Week beginning</b>	<b>LECTURE/WORKSHOP TOPIC</b>	<b>TUTORIALS</b>	<b>ASSIGNMENTS</b>
<b>PART ONE: Internationalisation and international operations</b>			
11 <sup>th</sup> July	Introduction No workshop	Nil	
18 <sup>th</sup> July	Forms and instruments of internationalisation  No workshop	Nil	Hand out of case study for 1 <sup>st</sup> individual assignment (Nokia)
25 <sup>th</sup> July	International manufacturing and materials management	Case Study from Text	
1 <sup>st</sup> August	International marketing and R&D	Case Study from Text	
8 <sup>th</sup> August	International accounting and finance	Case Study from Text	
<b>PART TWO: The Role of Culture</b>			
15 <sup>th</sup> August	Managing across Cultures	Case Study from Text	Deadline of the 1 <sup>st</sup> individual assignment
22 <sup>nd</sup> August	Study Break		
29 <sup>th</sup> August	Study Break		
5 <sup>th</sup> September	Organizational cultures and diversity	Case Study from Text	Hand out of case study for 2 <sup>nd</sup> individual assignment (Lafarge)
12 <sup>th</sup> September	Intercultural communication	Case Study from Text	
<b>PART THREE: Human Resource Management</b>			
19 <sup>th</sup> September	Motivation across cultures	Case Study from Text	
26 <sup>th</sup> September	Leadership across cultures	Case Study from Text	
3 <sup>rd</sup> October	Human resource selection and repatriation	Case Study from Text	Deadline of the 2 <sup>nd</sup> individual assignment
10 <sup>th</sup> October	Human resource development across cultures	Case Study from Text	
17 <sup>th</sup> October	Study Break		
24 <sup>th</sup> October	Examinations start	Nil	Exam

## **Expected Workload** **WORKLOAD**

You should expect to spend some 12 hours per week on this paper, i.e. five hours attending classes, three hours reading and reviewing, and four hours doing assignments.

## **Readings**

The required texts for this paper are:

Hill, C.W.L. (2005). *International Business: Competing in the Global Marketplace*. 5<sup>th</sup> Ed. Boston. McGraw-Hill, Chapters 14, 16, 17, 19, 20

Hodgetts, R./Luthans, F./Doh, J.P. (2006). *International Management: Culture, Strategy, and Behavior*. 6<sup>th</sup> Ed. Boston: McGraw-Hill, Chapters 5, 6, 7, 12, 13, 14, 16

## **Assessment Requirements**

### **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%
<b>Total</b>	<b>100%</b>

### **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, with the exception of the final week of the course. All students are expected to prepare for, and attend, at least seven out of nine tutorial sessions, as well as contribute to the discussion. You are also expected to submit one tutorial assignment.

Please note that it is your responsibility to come prepared for the tutorials. This includes completing the required reading, (that is, the assigned case study, readings and textbook chapter) and being prepared to participate in the tutorial discussion. The tutorial schedule is shown in the attached table.

#### **The Tutorial Assignment**

Select one of the case studies assigned to tutorial sessions. Write a 500 word analysis of the case, focusing on the following: description of the problem or issue faced by the case organisation/s; the international business concepts that might help to explain the issue and provide approaches to its solution; your recommendations for the organisation/s concerned; justification for these recommendations.

#### **Due date for tutorial assignments:**

These are to be handed in at the start of the tutorial to which the case study has been assigned. Assignments WILL NOT be accepted once class discussion on the case study has commenced.

Grades for tutorials will incorporate the mark for the tutorial assignment (5%), as well as participation in tutorials (10%). Participation marks are based on frequency of attendance and contribution towards discussion during the tutorials.

#### **Tutorials IBUS 301: Case studies**

3 <sup>rd</sup> week:	Li & Fung, in: Hill (2003), pp. 566-567
4 <sup>th</sup> week:	Procter & Gamble in Japan, in: Hill (2000), pp. 530-532
5 <sup>th</sup> week:	Motorola's global cash management, in: Hill (2003), pp.

- 677-679
- 6<sup>th</sup> week: Beijing: here we come, in: Hodgetts & Luthans (2002), p. 166
- 7<sup>th</sup> week: A good faith effort is needed, in: Hodgetts & Luthans (2002), p.194
- 8<sup>th</sup> week: Foreign or domestic?, in: Hodgetts & Luthans (2002), p. 222
- 9<sup>th</sup> week: Motivation is the key, in: Hodgetts & Luthans (2002), p. 407
- 10<sup>th</sup> week: An offer from Down Under, in: Hodgetts & Luthans (2002), p. 440
- 11<sup>th</sup> week: A selection decision, in: Hodgetts & Luthans (2002), p. 476

The cases will be made available on the blackboard.

**Individual assignments (case study reports):**

The purpose of these assignments is to provide an opportunity to independently research assigned case organisations, and to investigate the way that they deal with some of the issues and challenges involved in international management.

The report of the **first case study** is due on the following date and has an assessment weighting of 20%.

Reports of the first case study should be 2000 words, clearly written and structured. They should include references to material you have quoted or used to write the essay and contain a bibliography or a reference list.

The **second case study** is subject to the same basic requirements as the first one. Different are the volume (2500 words), the assessment weighting (25 %) and the due date of the case study report.

The marking criteria for the case study reports are as follows:

<i>Criteria</i>	<b>Good</b>	<b>Satisfactory</b>	<b>Poor</b>
Provides clear, concise background and introduction to the topic			
Demonstrates sound analyses, and justifies assertions and conclusions			
Uses appropriate frameworks/ concepts/theories			
Identifies and explains key issues			
Integrates ideas and findings			
Demonstrates research beyond the case, and makes relevant use of this in the report			
Discusses implications and shows their relationship to the analyses			
Provides relevant conclusions and recommendations			
Demonstrates creative and original thinking			
Writes clearly and presents the report professionally			

**SUBMISSION OF ASSIGNMENTS**

- a) Assignments are to be handed in to the tutor concerned at the beginning of the tutorial session of the 6<sup>th</sup> week for the first assignment and the 11<sup>th</sup> 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 within two weeks during lectures or tutorials unless otherwise arranged.

### **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.

### **Penalties**

The individual assignments have to be handed in at the due dates. A delay leads to a mark-off of 10 per cent per day. After three days, the assignment will not be accepted without a granted extension.

### **Mandatory Course Requirements**

In order to pass successfully, the student has to pass the final exam at least with a D (40% of the total marks in the final exam). Every student has to pass at least one of the individual assignments with a C (50% of the marks).

### **Communication of Additional Information**

Additional information of information on changes will be conveyed on the blackboard. This includes the course outline, student notes, and other course materials.

### **Faculty of Commerce and Administration Offices**

#### **Railway West Wing (RWW) - FCA Student and Academic Services Office**

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

#### **Easterfield (EA) - FCA/Education/Law Kelburn Office**

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

## **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at [www.vuw.ac.nz](http://www.vuw.ac.nz).

## **Student and Staff Conduct**

The Statute on Student Conduct together with the Policy on Staff Conduct ensure 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 on Student Conduct contains information on what conduct is prohibited and what steps are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at [www.vuw.ac.nz/policy/studentconduct](http://www.vuw.ac.nz/policy/studentconduct). The Policy on Staff Conduct can be found on the VUW website at [www.vuw.ac.nz/policy/staffconduct](http://www.vuw.ac.nz/policy/staffconduct).

## **Academic Grievances**

If you have any academic problems with your course you should talk to the tutor or lecturer concerned; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website at [www.vuw.ac.nz/policy/academicgrievances](http://www.vuw.ac.nz/policy/academicgrievances).

## **Academic Integrity and Plagiarism**

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student



Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website at [www.vuw.ac.nz/home/studying/plagiarism.html](http://www.vuw.ac.nz/home/studying/plagiarism.html).

### **Students with Impairments**

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz). The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

### **Student Support**

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email [student-services@vuw.ac.nz](mailto:student-services@vuw.ac.nz)) is available to provide a variety of support and services. Find out more at [www.vuw.ac.nz/st\\_services/](http://www.vuw.ac.nz/st_services/).

VUWSA employs Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and Faculty delegates. The Education Office (tel. 04 463 6983 or 04 463 6984, email [education@vuwsa.org.nz](mailto:education@vuwsa.org.nz)) is located on the ground floor, Student Union Building.

### **Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)**

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta

Fa'afai Seiuli

Room 210, Level 2  
Railway West Wing  
Tel. (04) 463 8997  
Email: Puawai.Wereta@vuw.ac.nz

Room 109 B  
14 Kelburn Parade  
Tel. (04) 463 5842  
Email: Faafoi.Seiuli@vuw.ac.nz