

School of Marketing and International Business

IBUS 212 INTERNATIONAL MANAGEMENT

Trimester Two 2007

COURSE OUTLINE

Contact Details

Lecturer:

Dr. Thomas Borghoff
RH 1113, Rutherford House, 23 Lambton Quay
Telephone: 463 9992, Fax: 463 5231,
E-mail: thomas.borghoff@vuw.ac.nz

Office hours:	Tuesday	11.30 am – 12.30 pm
	Thursday	11.30 am – 12.30 pm

Lectures:

Tuesday	10.30 - 11.20 am	RH LT 2
Thursday	10.30 - 11.20 am	RH LT 2
Friday	10.30 - 11.20 am	RH LT 2

Course Objectives

This is an introductory course in international management, designed to provide you with the foundations necessary to continue your degree in international business and a comprehensive understanding of the management issues facing firms in international markets. IBUS 212, International Management, is the basis for IBUS 312, Advanced International Management, which focuses on managerial issues, related to the multinational enterprise, including cross-cultural, marketing, human resources and strategic issues.

Key to learning at this level is the acquisition and reflection of basic knowledge in international management. In addition to the acquisition of new knowledge in international management you should train to apply critical inquiry to your reading, to discussions, and to situations and experiences that you encounter in regard to international business, both inside and outside the class setting.

It is expected that you will attain the following **learning outcomes** in this course:

- have a sound basis of knowledge in all areas of international management;
- be capable to apply tools and managerial practices to actual case studies of firms operating in the international business environment;
- apply knowledge and develop the analytical rigour in case study analysis and in discussions within the tutorials;

- be able to think critically about the issues relating to international management, drawing on existing knowledge, theories, and concepts to help understand the issues and underlying phenomena;
- develop independent research capability in the two individual assignments, and be able to pursue an area of research from setting initial research questions to making conclusions;
- develop skills for leading class discussion on topics of interest, and to stimulate and answer questions from a knowledgeable audience;
- participate meaningfully in class discussion and debate and be able to draw on existing ideas as well as those presented in the course to support your arguments;
- develop reasoning ability in order to ascertain the important issues in today's international business environment; and
- be able to deal with new information critically and systematically and be able to use it to develop ideas and projects.

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

Course Content

The course provides you with a comprehensive knowledge base in international management, which is complementary to IBUS 201 and IBUS 312. Specific areas that you will explore are:

- the environment of the international firm;
- the cultural environment;
- communicating across border and cultures;
- negotiation and decision-making across borders and cultures;
- negotiating and managing international alliances;
- strategy and structure in international organisations;
- control in international organisations;
- managing technology and knowledge across borders and cultures;
- international human resource management;
- work motivation across borders and cultures;
- leadership across borders and cultures; and
- ethics and social responsibility for international firms.

A detailed schedule of readings by topic is included under the section entitled *Detailed Course Schedule*.

Expected Workload

You should expect to spend 10 hours per week on independent study for this course.

Attendance at classes (including tutorials):	4 hours per week
Reading and reviewing:	3 hours per week
Assignments:	3 hours per week

It is very important that you keep up with the course readings as this is a fast-paced course, covering much material.

Tutorials

Tutorials will meet from Week 3 onwards. You are required to sign up for one tutorial, which will meet for one hour per week. Tutorial sign-ups will begin during Week 1 and you must have signed up for your tutorial by the end of Week 1 (the **deadline is 13 July**). You will be informed about how to sign-up for tutorials during the first day of classes.

During the tutorials, you will have a chance to interact with your tutors and colleagues, review lecture materials and gain a deeper understanding of the concepts and theories of international business, by applying them in your assignments.

Attendance at all tutorials is required.

Course Materials:

The required textbook for this paper is:

Phatak, A.V., Bhagat, R.S. and Kashlak, R.J. (2005). *International Management – Managing in a diverse and dynamic global environment*. New York. McGraw-Hill.

Blackboard:

Additional resources are provided on the IBUS 212 **Blackboard** site. All students are required to sign in to Blackboard by the end of the first week of classes.

Materials and Equipment

No additional equipment will be required for this course.

Mandatory Course Requirements

All students are expected to hand in assignments, obtain an overall mark of at least 50%, and a mark of 50% on the final examination to pass this course. Participation in all tutorials is mandatory.

Assessment Requirements

The course 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%
First Individual Assignment	20%
Second Individual Assignment	25%
<u>Final Examination</u>	<u>40%</u>
Total	100%

Final examination. The final examination accounts for 40% of the assessment weighting for this course. It will consist of a case study or essay, and short-answer questions at the discretion of the course co-ordinator. The examination will expect students to draw on what they have learnt from the lectures, textbook, tutorials, workshops and assignments. The two-hour final examination is 'closed book'.

Examination period: 15th October – 11th November 2007.

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 in the sixth week of the course and has an assessment weighting of 20%. The case study has to be handed in during the student's respective tutorial. 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 (5th October) of the case study report.

The **case studies** for the individual assignments and the respective guidelines will be posted on **Blackboard**.

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

Criteria	Good	Satisfactory	Poor
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 6th week for the first assignment and the 11th 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.

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. All students are expected to prepare for all tutorial sessions as well as to 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 management 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.

The tutorial assignment serves to apply concepts from the weekly topic to a specific case study. The student learns to apply concepts to real case situations and to use them for a thorough analysis. Feedback from other students and the following discussion provide a forum for experiential in-depth learning. Students further train to develop a structured analysis and presentation of their results.

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.

Grades for tutorials will incorporate the mark for the tutorial assignment (5%), as well as participation in tutorials (10%). Participation marks are based on the contribution towards discussion during the tutorials. Students should show and apply their conceptual knowledge as well as reflect on its contribution to the solution of questions raised by the case study.

Tutorial Case studies

- 3rd week: The controversy over the Islamic head scarf: Women's rights and cultural sensibilities, in: Phatak et al. (2005), pp. 165-16
- 4th week: Johannes van den Bosch sends an email, in: Phatak et al. (2005), pp. 382-384
- 5th week: Conflict resolution for contrasting cultures, in: Phatak et al. (2005), pp. 410-412
- 6th week: Can little fish swim in a big pond?, in: Phatak et al. (2005), pp. 270-271
- 7th week: Computerlinks, Inc., in: Phatak et al. (2005), pp. 321-322
- 8th week: He loves to win. At I.B.M., he did, in: Phatak et al. (2005), pp. 343-347

Note: All submitted assignments must include a title page with your name, ID number, your tutor's name, tutorial time and room.

DETAILED COURSE SCHEDULE, 2007

Week	Date/ Time	Topic	Lecturer	Readings	Assignments due
1	10 th July	Introduction to IBUS 212			
		What is international management?		Ch 1	
		Review: The environment of the international firm		Ch 1, Chs 2-4	
2	17 th July	Review: The environment of the international firm		Chs 2-4	
		Review: The environment of the international firm (cont).			
		The Cultural environment: What is culture?		Ch 5 (pp 135-142)	
3	24 th July	The Cultural environment: Kluckhohn's and Strodbeck's framework, Hofstede's dimensions (review)		Ch 5 (pp142-152)	
		The Cultural environment: Other dimensions of culture (frameworks of Trompenaars, Schwartz and Triandis)		Ch 5 (pp 152-158)	
		The cultural environment: The influence of culture on organisations and management styles		Ch 5 (pp 138-141; 158-164)	
Wk 3 Tutorial:		The controversy over the Islamic head scarf: Women's rights and cultural sensibilities			
4	31 st July	Communicating across borders and cultures		Ch 12 (pp364-372)	
		Communicating across borders and cultures (cont)		Ch 12 (pp 372-382)	
		Video about communication			
Wk 4 Tutorial:		Johannes van den Bosch sends an email			
5	7 th August	Cross-cultural negotiations: The negotiations process		Ch 13 (pp 387-393)	
		Cross-cultural negotiations: The influence of the environment on negotiations		Ch 13 (pp 393-401)	
		Cross-cultural negotiations: managing negotiations and conflict, and decision-making		Ch 13 (pp 401-412)	
Wk 5 Tutorial:		Conflict resolution for contrasting cultures			
6	14 th August	Negotiating and managing international alliances		Ch 8 (pp 248-269)	Review other entry modes (Ch 7)
		Negotiating and managing international alliances (cont)		Ch 8 (pp 248-269)	
		Managing in country/region X		1 hour for some examples on specific regions of interest	1 st individual assignment
Wk 6 Tutorial:		Can little fish swim in a big pond?			

Week	Date/ Time	Topic	Lecturer	Readings	Assignments due
20-31 AUGUST MID-TRIMESTER BREAK					
7	4 th September	Strategy and structure in international organisations		Chs 6, 9	
		Control in international organisations		Ch 10 (pp 301-320)	
		Control in international organisations		Ch 10 (pp 301-320)	
Wk 7 Tutorial:		Computerlinks, Inc.			
8	11 th September	Managing technology and knowledge across cultures and borders		Ch 11 (pp 324-343)	
		Managing technology and knowledge across cultures and borders		Ch 11 (pp 324-343)	
		Managing in country/region Y		1 hour for some examples on specific regions of interest	
Wk 8 Tutorial:		He loves to win. At I.B.M., he did			
9	18 th September	Staffing and managing the international firm		Ch 16 (pp 471-479)	
		The influence of culture on training and development		Ch 16 (pp 479-482)	
		Expatriate selection and management		Ch 16 (pp 483-491)	
10	25 th September	Motivating employees in the international firm: Theories of motivation		Ch 14 (pp 415-429)	
		Motivating employees in the international firm: applicability of theories across cultures		Ch 14 (pp. 420-421 Example 14.1; 429-441)	
		Motivating employees in the international firm: applicability of theories across cultures (cont)		Ch 14 (pp. 420-421 Example 14.1; 429-441)	
11	2 nd October	Theories of leadership		Ch 15 (pp 447-453)	
		Cross-cultural leadership		Ch 15 (pp 453-465)	
		Cross-cultural leadership		Ch 15 (pp 453-465)	2 nd individual assignment
12	9 th October	Ethical issues in international management (cont)		Ch 17 (pp 510-537)	
		Ethical issues in international management (cont)		Ch 17 (pp 510-537)	

Week	Date/ Time	Topic	Lecturer	Readings	Assignments due
		Review for final examination			
15 th October – 11 th November 2007 STUDY/EXAMINATION PERIOD					

Penalties

Late submissions will not be accepted. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided.

You are strongly advised to consult the final sections of this course outline and the Victoria University policy on plagiarism. Plagiarised group work will result in penalties for all group members, thus be sure to cite all of your references. It's not worth the risk!

Note on Referencing

All of your references must follow the referencing format of the Journal of International Business Studies. See: <http://www.jibs.net/> ('Instructions for Authors'). Please also consult articles within the journal for additional examples.

Journal Articles:

Cosset, J. and Suret, J. (1995) 'Political risk and benefits of international portfolio diversification', *Journal of International Business Studies*, 26 (2): 301-318.

Books:

Donahoe, J.D. (1989) *The Privatization Decision*, Basic Books: New York.

Papers:

Harley, N.H (1981) 'Radon Risk Models', in A.R. Knight and B.Harrad (eds.) *Indoor Air and Human Health, Proceedings of the Seventh Life Sciences Symposium*, 29-31 October 1981; Knoxville, USA. Elsevier: Amsterdam, pp. 69-78.

Chapters in Edited Books:

Teece, D.J. (1987) 'Capturing Value from Technological Innovation: Integration, Strategic Partnering and Licensing Decisions', in R.B. Guile and H. Brooks (eds.) *Technology and global industry: Companies and Nations in the World Economy*, National Academy Press: Washington DC, pp.19-38.

Dissertations:

Salk, J.E. (1992) 'Shared Management Joint Ventures: Their Developmental Patterns, Challenges and Possibilities' Unpublished Ph.D Dissertation, Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA.

Online documents:

Van de Vliert, E. (2002) 'Thermoclimate, Culture, and Poverty as Country-level Roots of Workers' Wages', [www document] <http://www.jibs.net> (accessed 13 January 2003).

Online journal articles:

Van de Vliert, E. (2002) 'Thermoclimate, Culture, and Poverty as Country-level Roots of Workers' Wages', *Journal of International Business Studies*, doi:10.1057/palgrave.jibs.8400007

Any reference you use in writing your papers must be cited. References within the text should be cited using the name and date format. Multiple references are separated by a semicolon (;).

For example:

Perhaps one of the most informative dimensions of culture is the individualism-collectivism (I/C) dimension (Hofstede, 1984; Maznevski, DiStefano, Gomez, Noorderhaven, & Wu, 2002; Triandis, 2004).

Quoted citations must include the page number. For example:

Hofstede (2001, p. 209) defines individualism as 'the relationship between the individual and the collectivity that prevails in a given society'.

Communication of Additional Information

Course instructors may be contacted via Blackboard or during scheduled office hours. **Please do not send individual emails to the course co-ordinator unless it is an absolute emergency.** Use your tutors as a first point of contact for any questions you might have.

The Blackboard site has a discussion board for you to post any general questions about the course structure or course content. Please use this Blackboard feature, as many students may have similar questions or concerns. The discussion board also has links to your individual tutorials, where your tutors will answer any additional questions about tutorial assignments or requirements.

All assignment guidelines and assessment criteria are provided under the *Course Resources* section in Blackboard. You will also find practice tests and international business resources here. Please make use of the Blackboard site. If you are unfamiliar with Blackboard, there is a help section available on your personal Blackboard login site.

All of your course marks will be uploaded to Blackboard as soon as they are available. Course notices will also be updated under *Announcements*.

All students MUST sign in to Blackboard by the end of Week 1.

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 or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support
- Notice of Turnitin Use

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.