



School of Marketing & International Business

IBUS 312 ADVANCED INTERNATIONAL MANAGEMENT

Trimester Two 2007

COURSE OUTLINE

Contact Details

Lecturers:

Professor Peter Dowling (Course Coordinator)
Rutherford House, Room 1120
Ext: 5027
Email: peter.dowling@vuw.ac.nz

Office hours: Monday, 14.00-15.00; Tuesday, 15.45 -17.00

David St George (Assistant Lecturer and Tutor Coordinator)
Rutherford House, Room 1129
Ext: 6486
Email: david.stgeorge@vuw.ac.nz

Office hours: Tuesday, 15.45-16.45

Class Times and Room Numbers

Lectures:

Monday	11.30 - 13.20	RH LT 1
Tuesday	14.40 - 15.30	RH LT 1

Tutorials: Refer to Blackboard.

Final examination period: 15th October – 11th November 2007.

Course Objectives

IBUS 312 is designed to develop students' competencies in international management. Successful students will gain a comprehensive understanding of managerial issues related to the multinational enterprise, including cross-cultural, human resources, marketing, and strategic issues.

The specific course objectives for students enrolled in IBUS 312 are:

(1) Demonstrate *knowledge and understanding* of the important concepts and methods outlined in lectures. It is likely that students who demonstrate this level of mastery will be able to achieve a passing grade (C, C+) in the course.

(2) Demonstrate an ability to *analyse* managerial issues surrounding the multinational enterprise, utilise frameworks, tools, and methods for solving problems, generate alternative solutions, and construct sound recommendations for practicing managers. Lectures will provide insight into how to develop these analytical skills, whilst the tutorial sessions, and group work, will provide opportunities to practice and demonstrate competence in these areas. Students who demonstrate mastery of this set of skills will be well placed to achieve grades in the good to very good range (B-, B, B+).

(3) Demonstrate an ability to *evaluate and synthesise* complex theoretical and practical (case-based) problems. Evaluative skills entail an ability to judge the potential effectiveness of particular solutions in different contexts, and to propose alternative solutions. Skills in the area of synthesis demand that the student can develop propositions or logical hypotheses based on knowledge, understanding, and analysis of theoretical content within the course. Lectures will provide guidance of the development of this skill-set, and will challenge your personal development in this area. Case study exercises in tutorials will provide an environment in which the student can practice these capabilities under the guidance of tutors and/or staff. Students who are able to master these abilities are likely to score in the very good to excellent categories (A-, A, A+).

Course Content

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

Course Materials:

Required course textbook:

The required textbook for this paper is:

Bartlett, C., Ghoshal, S. & Beamish, P. (2008). *Transnational Management*. 5th Ed. New York. McGraw-Hill.

Blackboard:

Additional resources are provided on the IBUS 312 **Blackboard** site.

Recommended Reading

In addition to the use of books in the VUW Library, you are encouraged to read articles from scholarly journals. Some key journals in the International Business discipline are as follows:

Academy of Management Journal
Academy of Management Perspectives
Academy of Management Review
Asia Pacific Journal of Management
Business Horizons
California Management Review
Harvard Business Review
International Business Review
International Journal of Human Resource Management
International Studies of Management & Organization
Journal of International Business Studies
Journal of International Management
Journal of Management & Organization
Journal of World Business
Management International Review
McKinsey Quarterly
Organization Science
Strategic Management Journal
Thunderbird International Business Review

You should also read the business section in local NZ newspapers and business magazines that report business issues in a serious way such as *The Economist*, *World Business*, *Fortune* and *Business Week*.

Materials and Equipment

No additional equipment will be required for this course. No additional materials will be permitted during the final examination.

Mandatory Course Requirements

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

Expected Workload

In addition to classroom hours (lectures and tutorials) you should expect to spend about 10-12 hours per week in reading, tutorial preparation, assignments and thinking about the course material.

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 Participation	15%
Group Case Analysis Assignment	15%
Individual Assignment	30%
<u>Final Examination</u>	<u>40%</u>
Total	100%

Group Assignment

Part of your assessment will require group work. In your first tutorial you will be asked to form groups of 4-5 students with whom you will work on this assignment. You should expect to meet with your group at least once per week outside class. Students are encouraged to work with the same group for the weekly in-class cases.

The task for each group will be to read and review **Case 3-4 General Electric Medical Systems, 2002** on pages 261-281 of the Bartlett et al. text.

Three specific outputs are required for this group assignment:

1. What is the underlying logic behind the Global Product Company idea?
2. Should the Global Product Company philosophy be altered to suit the needs of the medical diagnostics market in China?
3. Should GEMS be pursuing genomics and healthcare IT opportunities aggressively in addition to, or instead of, the China opportunity?

Your assessment criteria will include: (a) demonstration of knowledge of key concepts needed to understand the case; (b) analysis of the case and application of useful concepts; and (c) elements of evaluation and synthesis to develop managerial decisions. Besides that you should create a document which leads the reader through clear structure; display a high level of information literacy by supporting your arguments through referral to useful and relevant sources in the literature.

Your group assignment should be no more than 15 A4 pages using at least 1.5 spacing and no smaller than 11 point font, including references and key figures. You may attach up to 5 additional pages of appendices to the assignment but this is entirely optional.

Each group is required to give a presentation to their tutorial group on **Week 10**.

The group assignment will be **15%** of the total assessment for the course and must be submitted by **Friday 28 September** via Blackboard.

A cover sheet will be provided to each group, which must be signed by all group members when the assignment is submitted, acknowledging that the mark for this assignment is a common mark for all group members and that all members have contributed to this work.

Individual Assignment: Journal Article Critique

Students are required to submit an individual assignment, which will be 30% of the total assessment for the course. The topic of the assignment is to critique the following journal article:

G. Tonks & P. Dowling 2002. The case of the Bougainville mine: Success and failure in the management of a multinational corporation. *Journal of the Australian & New Zealand Academy of Management*, Vol 8; pp 70-85.

A copy of this article will be handed out at the first class meeting. Students are encouraged to consult the research literature on this topic when preparing this assignment. There will be further discussion on the requirements for this assignment during class.

Specific outputs required for this individual assignment:

1. Describe and summarise the key arguments and findings of this research article. (40% of marks)
2. Provide a critique of the article in terms of the clarity of ideas, adequacy of the literature review, and specification of the research goals of the article. Furthermore, examine the adequacy of the data collection and data analysis processes, provide an assessment of the overall empirical methods and approach utilized in the study, and consider the overall contribution of the article to future research in international management. (60% of marks)

This individual assignment should be a maximum of 15 A4 pages (including references and figures) using at least 1.5 spacing and no smaller than 11-point font. You may attach up to 5 additional pages of appendices to the assignment but this is entirely optional.

The individual assignment must be submitted by **Friday 21 September** via Blackboard.

Tutorials

There will be a total of 4 tutorials for this course. The dates are indicated in the Course Schedule. Please note that it is your responsibility to come prepared for the tutorials. This includes completing the required reading and being prepared to participate in the tutorial discussion. There is a total of 15% of the total assessment for the course. Of this total, up to 10% will be for the group presentation during Tutorial #4 and 5% will be for attendance at all tutorials.

Final examination

The final examination (40% of the overall assessment for the course) will be a written examination (3 hours) and will cover the key issues discussed in the course. Students will be required to answer a Case Study question (Section A; 50% of the marks), some short answer questions (Section B; 25% of the marks) and 1 of 3 essay questions (Section C; 25% of the marks).

Penalties

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

Any student caught cheating on an assignment or examination may receive an automatic mark of zero (0) and/or disciplinary actions may be taken under the Statute on Student Conduct. This includes plagiarism. 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’.

Detailed Course Schedule, T2 2007

Week	Date/ Time	Topic	Lecturer	Readings	Due Dates
1	Mon 9 July 11:30-13:20	Introduction to IBUS 312 Expanding abroad: Motivations, Means and Mentalities	Dowling St George	Chapter 1 Pgs. 1-13	
	Tues 10 July 14:40-15:30	Class discussion of Reading 1-1: The tortuous evolution of the multinational corporation	Dowling	Reading 1-1 Pgs. 56-64	
2	Mon 16 July 11:30-13:20	Understanding the International Context International Industrial Relations	Dowling	Chapter 2 Pgs. 87-100	Deadline for tutorial sign-up is 18 July
	Tues 17 July 14:40-15:30	Class discussion of Case 2-1: Hitting the wall: Nike and international labor practices	Dowling	Case 2-1 Pgs. 101-118	
3	Mon 23 July 11:30-13:20	Introduction to International Human Resource Management International Training and Development	Dowling	Readings on closed reserve, Commerce Library	
	Tues 24 July 14:40-15:30	Class discussion of Case 2-3: HSBC Holdings	Dowling	Case 2-3 Pgs. 138-155	
Wk 3 Tutorial #1: Introductory tutorial: Reading 2-1 BGB pages 155-172.					
4	Mon 30 July 11:30-13:20	Developing Transnational Strategies	St George	Chapter 3 pgs. 197-210 Readings 3-1 & 3-3 Pgs. 281-289, 305-330	

Week	Date/ Time	Topic	Lecturer	Readings	Due Dates
	Tues 31 July 14:40-15:30	Class discussion of Case 3-1: TCL Multimedia	St George	Case 3-1 Pgs. 210-225	
5	Mon 6 Aug 11:30-13:20	Developing Transnational Strategies	St George	Chapter 4 Pgs. 333-349	
	Tues 7 Aug 14:40-15:30	Class discussion of Reading 4-3	St George	Reading 4-3 Pgs. 447-454	
6	Mon 13 Aug 11:30-13:20	Recruiting and Selecting Staff for International Assignments Compensation of International Employees	Dowling	Readings on closed reserve, Commerce Library	
	Tues 14 Aug 14:40-15:30	Re-entry and Career Issues	Dowling	Readings on closed reserve, Commerce Library	
Wk 6 Tutorial #2: Discussion of Case 3-2: The Global Branding of Stella Artois					
20-31 August MID - TRIMESTER BREAK					
7	Mon 3 Sept 11:30-13:20	Exploiting Cross-Border Knowledge Management	Mockaitis	Chapter 5 Pgs. 455-466 Reading 5-1 Pgs. 534-539	
	Tues 4 Sept 14:40-15:30	Class discussion of Case 5-3: McKinsey and Company: Managing Knowledge and Learning	Mockaitis	Case 5-3 Pgs. 499-514	
8	Mon 10 Sept 11:30-13:20	Managing across Corporate Boundaries	Dowling	Chapter 6 Pgs. 559-573 Readings 6-1 & 6-2 Pgs. 574-611	
	Tues 11 Sept 14:40-15:30	Class discussion of Case 6-1: Nora- Sakari: A Proposed JV in Malaysia	Dowling	Case 6-1 Pgs. 574-586	
Wk 8 Tutorial #3: Discussion of Case 5-4: The Transformation of BP					
9	Mon 17 Sept 11:30-13:20	Performance Management of International Employees	Dowling	Readings on closed reserve, Commerce Library	Individual assignment due: Friday 21 September
	Tues 18 Sept 14:40-15:30	Class discussion of Case 7-1: Larson in Nigeria	Dowling	Case 7-1 Pgs. 661-664	

Week	Date/ Time	Topic	Lecturer	Readings	Due Dates
10	Mon 24 Sept 11:30-13:20	Implementing Strategy	Zettinig	Chapter 7 Pgs. 648-660 Reading 7-2 Pgs. 717-726	Group assignment due: Friday 28 September
	Tues 25 Sept 14:40-15:30	Case 7-2: BRL Hardy: Globalizing an Australian Wine Company	Zettinig	Case 7-2 Pgs. 665-681	
Wk 10 Tutorial #4: Group presentations					
11	Mon 1 Oct 11:30-13:20	The future of the Transnational	Dowling	Chapter 8 Pgs. 727-743 Reading 8-1	
	Tues 2 Oct 14:40-15:30	Class discussion of Case 8-1: IKEA's global sourcing challenge: Indian rugs and child labour	Dowling	Case 8-1 Pgs. 744-753	
12	Mon 1 Oct 11:30-13:20	Class discussion of Case 7-4: Taming the Dragon: Cummins in China	Dowling	Case 7-4 Pgs. 698-709	
	Tues 2 Oct 14:40-15:30	Review for final exam	Dowling St George		
15 Oct – 11 Nov STUDY/EXAMINATION PERIOD					

Communication of Additional Information

Course instructors may be contacted via Blackboard or during scheduled office hours. Please **do not** send individual emails to course instructors unless it is an absolute emergency. Use your tutors as a first point of contact with 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.

Notice of Turnitin Use

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. At the discretion of the Head of School, handwritten work may be copy typed by the School and subject to checking by Turnitin. You are

strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

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

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.