

School of Marketing & International Business

IBUS 401 ADVANCED INTERNATIONAL BUSINESS

Trimester One 2008

COURSE OUTLINE

Contact Details

Professor Peter Dowling (Course Co-ordinator)

Room 1106, Rutherford House

Telephone: (04) 463-5027

Email: peter.dowling@vuw.ac.nz

Office hours: Tuesdays 10-11am and 15.30-16.30, and by appointment

Dr. Elizabeth L. Rose

Room 1109, Rutherford House

Telephone: (04) 463 6912

Email: elizabeth.rose@vuw.ac.nz or erose@alumni.princeton.edu

Office hours: Wednesdays, 10.30 – 12.30, and by appointment

Dr. Joanna Scott-Kennel

Room 1110, Rutherford House

Telephone: (04) 463 6913

Email: joanna.scott-kennel@vuw.ac.nz

Office hours: Thursdays, 10am – 12 noon, and by appointment

Class Times and Room Numbers

Tuesdays, 11.30 – 14.20 (RH G02)

The two-hour final examination for IBUS 401 will be held during the Trimester 1 2008 examination period (5th – 25th June, 2008); the precise date and time will be advised during the trimester.

Course Objectives

IBUS 401 provides students with the opportunity to do in-depth and critical analysis of some of the major issues in the broad area of international business. The material covered is not exhaustive, but considers a variety of important issues and perspectives, and should help students to identify key areas of interest for their own research.

The objectives of IBUS 401 include:

- Exploring research topics in international business
- Examining some of the conceptual and empirical literature on the management of the multinational enterprise
- Preparing for further study and research in the field.

Sessions will generally be conducted in a seminar format, with all students expected to take active roles in the discussion. Students should plan on attending **each** session, and on being thoroughly prepared to discuss and critique the week's assigned readings.

Course Content

The following topics will be covered during the course:

- Big issues in IB
- FDI theory
- Oligopolistic reaction in FDI
- Structure and design
- Strategic alliances
- Governance modes
- Global strategy
- Knowledge
- Culture
- SMEs
- Born globals
- International human resource management

Expected Workload

You should expect to devote about 15 hours per week of independent study to this course.

Readings

There is no textbook for IBUS 401. A coursebook of required readings will be provided.

Materials and Equipment

No additional equipment will be required for this course.

Assessment Requirements

The course will be assessed on the basis of 70% coursework and 30% final examination (two hours). All pieces of assessment will contribute to and test the course objectives.

Class discussion/participation	20%
Annotated bibliography	20%
Research project	30%
Final examination	30%

Class discussion/participation: Active and thoughtful participation is expected during the class meetings. In addition, students will occasionally be responsible for leading the discussions of various readings. These assignments will be made throughout the semester. Note that 'leading the discussion' does not imply a long, formal lecture. Rather, it implies the facilitation of the class' discussion of issues raised in the reading, along with strengths, weaknesses, and open questions.

Annotated bibliography: Each student will prepare an annotated bibliography on the work of one or two prominent scholars in the field of international management. A list of possible scholars is attached – note that this list is far from exhaustive! Each student should select one or two scholars, and have the selection approved by the course co-ordinator, in order to avoid duplication. A written proposal outlining the scholar (or scholars) selected should be submitted **via email** to the course co-ordinator by **Tuesday, 8 April 2008**.

Each annotation should be approximately 200 words long, and should concentrate on the paper's strengths, weaknesses, and contribution to the literature. At least 10 papers should be included in the annotated bibliography, along with an introduction that summarises the

major themes discussed. The annotated bibliography will be due on **Tuesday, 6 May 2008**. This annotated bibliography should be a maximum of 3500 words, including references and any tables and figures (approximately 14 A4 pages using at least 1.5 spacing and no smaller than 11 point font).

Copies of the complete set of annotated bibliographies will be distributed to the class.

Research project: Each student will prepare a written research paper on an aspect of international business that is of particular, personal interest. The research report should be a critique or extension of a theoretical issue in international business, written in the style of an academic article in a top-tier International Business journal (e.g., *Journal of International Business Studies*).

A written proposal for the project should be submitted **via email** to the course co-ordinator by **Thursday, 24 April 2008**. The project will be due on **Friday, 23 May 2008**. This project report should be a maximum of 5000 words, including references and any tables and figures (approximately 20 A4 pages using at least 1.5 spacing and no smaller than 11 point font). Up to five additional pages of appendices may be attached to the assignment.

Final examination: The final examination accounts for 30% of the assessment weighting for this course, and students will be expected to draw on what they have learned from the readings, lectures and assignments. The examination will be comprehensive and closed-book. The date and time of the two-hour final will be notified on official university exam timetables.

Penalties

Late work will be accepted without penalty with good reason (e.g., a medical certificate) and prior permission. In other cases, five marks will be deducted (out of 100) for each day, or part day, the assignment is late.

Mandatory Course Requirements

Students must obtain at least 50% in the final exam, and 50% overall, to obtain a pass grade for this course.

Communication of Additional Information

Announcements regarding assignment due dates will be made in class and via e-mail. Please make sure that the course co-ordinator has your up-to-date e-mail address and that your account has sufficient space available to receive messages.

Additional Details

Return of assignments: Assignments will be returned in class. Uncollected assignments will be held by the SMIB office (RH 1121) for three months following the end of term, and disposed of after that time.

Guidelines for referencing: All of your referencing should follow the format of the *Journal of International Business Studies*. See: <http://www.jibs.net/> ('Style Guide'). For example:

Journal/periodical articles

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

Financial Times. 1996. Survey - Czech Republic: Message from the people. December 6: 3.

Books

Donahoe, J. D. 1989. *The privatization decision*. New York: Basic Books.

Papers

Harley, N. H. 1981. Radon risk models. In A. R. Knight & B. Harrad (Eds), *Indoor air and human health*, Proceedings of the Seventh Life Sciences Symposium, 29-31 October 1981, Knoxville, USA: 69-78. Amsterdam: Elsevier.

Chapters in edited books

Caves, R. E., & Mehra, S. K. 1986. Entry of foreign multinationals into the US manufacturing industries. In M. E. Porter (Ed.), *Competition and global industries*: 449-481. Boston, MA: Harvard Business School Press.

Dissertations or theses

Salk, J. E. 1992. *Shared management joint ventures: Their developmental patterns, challenges and possibilities*. Unpublished PhD Dissertation, Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA.

Online documents

The Investment Company Institute. 2004. Worldwide mutual fund assets and flows, third quarter 2003. <http://www.ici.org>. Accessed 4 February 2004.

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.

Some Considerations for Writing

As a postgraduate student, you will be spending a considerable portion of your time writing. Your written work should always be clear and direct. Writing that is sloppy and imprecise conveys an image of cloudy thinking, and you should be working toward clarity in both your thinking and your writing. The following points are intended to assist you in communicating more effectively.

1. Spell-checking and proof-reading are crucial, despite the fact that they are extremely annoying to do. Be careful to leave yourself sufficient time to complete these important tasks prior to submitting your work. While the Word grammar-check is certainly not infallible, it is generally a good idea to have a second look at wording that the software has identified as problematic.
2. Make sure that you are writing to the proper audience. Your work in IBUS 401 should be written for an academic audience.
3. Avoid using contractions in formal writing. Reports and papers that you submit in postgraduate classes should be considered formal writing.
4. The use of complete sentences is extremely important. It is often the case that phrases beginning with gerunds (e.g., 'Meaning that...') are difficult to make into complete sentences.
5. Proper punctuation makes your writing much easier to read. Remember to use commas to separate logical thoughts, and that the semicolon (;) should be used to separate two phrases that are each standalone sentences.

6. The typical convention is to spell out integers less than 10 (e.g., 'two', rather than '2'), and to use digits for integers greater than or equal to 10. In addition, it is best to avoid starting a sentence with digits (e.g., '59 percent of the respondents...').
7. Be sure that you have agreement with respect to numbers and verb tenses throughout your writing.
8. The proper use of possessives is not complicated. Simply remember that the apostrophe (inverted comma), followed by the letter 's', generally replaces 'belonging to'. Thus:
 - company's = belonging to the company
 - companies = more than one company
 - companies' = belonging to more than one company
 - MNE's = belonging to the MNE
 - MNEs = more than one MNE
 - MNEs' = belonging to more than one MNE.
9. English, of course, has its grammatical oddities. One that is the source of many errors is 'it's' vs. 'its':
 - it's = it is (see note 3, above)
 - its = belonging to it.
10. When choosing between 'which' and 'that', a useful rule of thumb is that 'which' generally follows a comma (e.g., 'the results, which were...').
11. Many words assume rather specific meanings in particular contexts. When writing about the results of empirical analyses, you should be aware of the following:
 - 'Variance' is a specific measure of variation. Variance and variation are not equivalent concepts. To make things even more confusing, 'variance' has different specific meanings in the finance and accounting literatures.
 - 'Significant' should be saved for the situation in which you have conducted statistical testing and found a statistically significant result. Avoid using 'significant' as a synonym for 'important'.
 - 'Correlate' has a particular meaning in empirical analysis. It refers to a linear relationship between two variables, not a generic relationship.
12. Information taken from other sources should be properly cited and referenced. Failure to do so represents intellectual dishonesty, which is taken very seriously in the academic community. Cited references should be listed at the end of the paper, in a format that provides complete information, allowing the interested and motivated reader to delve into the finer details of your argument. Please note that this pertains to specific information. Obviously, you do not need to reference the Field book every time you refer to statistical analysis. However, if you are using a particular section of a book as the justification for an argument, then you should point the reader to that part of the book.

Teaching Plan for IBUS 401 – Trimester One 2008

Date	Topic and Readings
26 th Feb. Week 1	<p><i>Some Big Issues in IB</i> <i>Lecturer: Dowling</i></p> <p>Buckley, Peter J. & Donald R. Lessard. 2005. Regaining the edge for international business research. <i>Journal of International Business Studies</i>, 36(6): 595-599.</p> <p>Caves, Richard E. 1998. Research in international business: Problems and prospects. <i>Journal of International Business Studies</i>, 29(1): 5-19.</p> <p>Luo, Yadong & Rosalie L. Tung. 2007. International expansion of emerging market enterprises: A springboard perspective. <i>Journal of International Business Studies</i>, 38(4): 481-498.</p>
4 th Mar. Week 2	<p><i>FDI Theory – Part I</i> <i>Lecturer: Rose</i></p> <p>Caves, Richard E. 1971. International corporations: The industrial economics of foreign investment. <i>Economica</i>, 38(149): 1-27.</p> <p>Coase, Ronald H. 1937. The nature of the firm. <i>Economica</i>, 4(16): 386-405.</p> <p>Dunning, John H. 1979. Explaining changing patterns of international production: In defense of the eclectic theory. <i>Bulletin</i>, 41(4): 269-295.</p> <p>Johanson, Jan & Jan-Erik Vahlne. 1977. The internationalization process of the firm – a model of knowledge development and increasing foreign market commitments. <i>Journal of International Business Studies</i>, 8(1): 23-32.</p>
11 th Mar. Week 3	<p><i>FDI Theory – Part II</i> <i>Lecturer: Scott-Kennel</i></p> <p>Buckley, Peter J. & Mark C. Casson. 1998. Analyzing foreign market entry strategies: Extending the internalization approach. <i>Journal of International Business Studies</i>, 29(3): 539-562.</p> <p>Dunning, John H. 1998. Location and the multinational enterprise: A neglected factor? <i>Journal of International Business Studies</i>, 29(1): 45-66.</p> <p>Vernon, Raymond. 1966. International investment and international trade in the product cycle. <i>Quarterly Journal of Economics</i>, 80: 190-207.</p> <p>Zaheer, Srilata. 1995. Overcoming the liability of foreignness. <i>Academy of Management Journal</i>, 38(2): 341-363.</p>
18 th Mar. Week 4	<p><i>Oligopolistic Reaction in FDI</i> <i>Lecturer: Rose</i></p> <p>Flowers, Edward B. 1976. Oligopolistic reactions in European and Canadian direct investment in the United States. <i>Journal of International Business Studies</i>, Fall/Winter: 43-55.</p>

	<p>Head, Keith, Thierry Mayer, & John Ries. 2002. Revisiting oligopolistic reaction: Are decisions on foreign direct investment strategic complements? <i>Journal of Economics & Management Strategy</i>, 11(3): 453-472.</p> <p>Hennart, Jean-François & Young-Ryeol Park. 1994. Location, governance, and strategic determinants of Japanese manufacturing investment in the United States. <i>Strategic Management Journal</i>, 15(6): 419-436.</p> <p>Rose, Elizabeth L. & Kiyohiko Ito. Competitive interactions: The international investment patterns of Japanese automobile manufacturers. <i>Journal of International Business Studies</i>, forthcoming</p>
25 th Mar. Week 5	<p>No class meeting – VUW holiday</p>
1 st Apr. Week 6	<p>Structure and Design, Strategic Alliances <i>Lecturer: Dowling</i></p> <p>Andersson, Ulf, Mats Forsgren, & Ulf Holm. 2007 Balancing subsidiary influence in the federative MNC: A business network view. <i>Journal of International Business Studies</i>, 38: 802-818.</p> <p>Hamel, Gary. 1991. Competition for competence and inter-partner learning within international strategic alliances. <i>Strategic Management Journal</i>, 12: 83-103.</p> <p>Ghoshal, Sumantra & Christopher A. Bartlett. 1990. The multinational corporation as an interorganizational network. <i>Academy of Management Review</i>, 15(4): 603-625.</p> <p>Kogut, Bruce. 1988. Joint ventures: Theoretical and empirical perspectives. <i>Strategic Management Journal</i>, 9: 319-332.</p>
8 th Apr. Week 7	<p>Governance Modes <i>Lecturer: Rose</i></p> <p>Gatignon, Hubert & Erin Anderson. 1988. The multinational corporation's degree of control over foreign subsidiaries: An empirical test of a transaction cost explanation. <i>Journal of Law, Economics, and Organization</i>, 4(2): 305-336.</p> <p>Gomes-Casseres, Benjamin. 1989. Ownership structures of foreign subsidiaries: Theory and evidence." <i>Journal of Economic Behavior and Organization</i>, 11: 1-25.</p> <p>Hennart, Jean-François. 1991. The transaction costs theory of joint venture: An empirical study of Japanese subsidiaries in the United States. <i>Management Science</i>, 37(4): 483-497.</p> <p>Rose, Elizabeth L. & Kiyohiko Ito. 2005. Widening the family circle: Spin-offs in the Japanese service sector. <i>Long Range Planning</i>, 38: 9-26.</p>

15 th Apr.	No class meeting – mid-trimester break
22 nd Apr.	No class meeting – mid-trimester break
29 th Apr. Week 8	<p>Global Strategy <i>Lecturer: Rose</i></p> <p>Bowen, Harry P. & Margarethe F. Wiersema. 2005. Foreign-based competition and corporate diversification strategy. <i>Strategic Management Journal</i>, 26:1153-1171.</p> <p>Ghoshal, Sumantra. 1987. Global strategy: An organizing framework. <i>Strategic Management Journal</i>, 8: 425-440.</p> <p>Karnani, Aneel & Birger Wernerfelt. 1985. Multiple point competition. <i>Strategic Management Journal</i>, 6: 87-96.</p> <p>Prahalad, C.K. 1993. The role of core competencies in the corporation. <i>Research Technology Management</i>, 36(November-December): 40-47.</p> <p>Wernerfelt, Birger. 1984. A resource-based view of the firm. <i>Strategic Management Journal</i>, 5: 171-180.</p>
6 th May Week 9	<p>Knowledge <i>Lecturer: Scott-Kennel</i></p> <p>Argote, Linda, William McEvily, & Ray Reagans. 2003. Managing knowledge in organizations: An integrative framework and review of emerging themes. <i>Management Science</i>, 49: 571-583.</p> <p>Cohen, Wesley M. & Daniel A. Levinthal. 1990. Absorptive capacity: A new perspective on learning and innovation. <i>Administrative Science Quarterly</i>, 35(1):128-152.</p> <p>Hedlund, Gunnar. 1994. A model of knowledge management and the N-form corporation. <i>Strategic Management Journal</i>, 15: 73-90.</p> <p>Nonaka, Ikujiro. 1991. The knowledge-creating company. <i>Harvard Business Review</i>, Nov.-Dec.: 96-104.</p> <p>Kogut, B. & Zander, U. (2003). Knowledge of the firm and the evolutionary theory of the multinational corporation. <i>Journal of International Business Studies</i>, 34, 516-529.</p>
13 th May Week 10	<p>Culture <i>Lecturer: Dowling</i></p> <p>Hofstede, Geert. 1983. The cultural relativity of organizational practices and theories. <i>Journal of International Business Studies</i>, 14(2): 75-90.</p> <p>McSweeney, Brendan. 2002. Hofstede's model of national cultural differences and their consequences: A triumph of faith – a failure of analysis. <i>Human Relations</i>, 55(1): 89-118.</p>

	<p>Kirkman, Bradley L., Kevin B. Lowe, & Cristina B. Gibson. 2006. A quarter century of culture's consequences: A review of empirical research incorporating Hofstede's cultural values framework. <i>Journal of International Business Studies</i>, 37(3): 285-320.</p> <p>Shin, Shung J., Frederick P Morgeson, & Michael A. Campion. 2007. What you do depends on where you are: Understanding how domestic and expatriate work requirements depend upon the cultural context. <i>Journal of International Business Studies</i> 38(1): 64-83.</p>
<p>20th May Week 11</p>	<p><i>SMEs and Born Globals</i> <i>Lecturer: Scott-Kennel</i></p> <p>Knight, Gary A. 2001. Entrepreneurship and strategy in the international SME. <i>Journal of International Management</i>, 7(3): 155-172.</p> <p>Knight, Gary A. & S. Tamer Cavusgill. 2004. Innovation, organizational capabilities, and the born-global firms. <i>Journal of International Business Studies</i>, 35(2):124-141.</p> <p>Lu, Jane W. & Paul W. Beamish. 2001. The internationalization and performance of SMEs. <i>Strategic Management Journal</i>, 22(6/7): 565-586.</p> <p>Oviatt Benjamin M. & Patricia P. McDougall. 1994 Toward a theory of international new ventures. <i>Journal of International Business Studies</i>, 25(1): 45-64.</p>
<p>27th May Week 12</p>	<p><i>Human Resource Management in International Business</i> <i>Lecturer: Dowling</i></p> <p>Dowling, Peter J. 1986. Human resource issues in international business. <i>Syracuse Journal of International Law and Commerce</i>, 13(2): 255-271.</p> <p>Von Glinow, Mary Ann, Ellen Drost, & Mary Teagarden. 2002. Converging on IHRM best practices: Lessons learned from a globally-distributed consortium on theory and practice. <i>Human Resource Management</i>, 41(1): 123-140.</p> <p>Caligiuri, Paula & Saba Colakoglu. 2007. A strategic contingency approach to expatriate assignment management. <i>Human Resource Management Journal</i>, 17(4): 393-410.</p> <p>De Cieri, Helen, Julie Wolfram Cox, & Marilyn Fenwick. 2007. A review of international human resource management: Integration, interrogation, imitation. <i>International Journal of Management Reviews</i>, 9 (4): 281-302.</p> <p>-</p>

Some Potential Scholars for Annotated Bibliography (not an exhaustive list):

Juan Alcacer	Geert Hofstede
Jeffrey Arpan	Neil Hood
Jay Barney	Andrew Inkpen
Christopher Bartlett (not exclusively joint work with Ghoshal)	Stephen Kobrin
Paul Beamish	Bruce Kogut
Schon Beechler	Tatiana Kostova
Allan Bird	Masaaki Kotabe
Julien Birkinshaw	Gary Knight
Ingmar Björkman	Stefanie Lenway
Keith Brouthers	Peter Liesch
Lance Brouthers	Marjorie Lyles
Peter Buckley	Douglas Nigh
John Cantwell	Ikujiro Nonaka
Mark Casson	Arvind Parkhe
Richard Caves	Mike Peng
Tamer Cavusgil	C.K. Prahalad
Sea Jin Chang	Kendall Roth
Farok Contractor	Alan Rugman
Helen De Cieri	Anju Seth
Andrew Delios	Myles Shaver
Jonathan Doh	Oded Shenkar
Yves Doz	Bernard Simonin
John Dunning	Steve Tallman
Lorraine Eden	Raymond Vernon
Mats Forsgren	Mary Ann Von Glinow
Michael Geringer	Louis Wells
Sumantra Ghoshal (not exclusively work with Bartlett)	D. Eleanor Westney
Cristina Gibson	Hideki Yamawaki
Robert Grosse	Bernard Yeung
Anne-Wil Harzing	George Yip
Gunnar Hedlund	Srilata Zaheer
Jean-François Hennart	Udo Zander

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 on the ground floor (EA005). This counter is the first point of contact for:

- 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 that 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 School, handwritten work may be copy typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your lecturer 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

<http://www.victoria.ac.nz/home/about/policy/default.aspx> .

For information on the following topics, go to the Faculty's website www.victoria.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 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.