

School of Marketing and International Business

## **IBUS 212 INTERNATIONAL MANAGEMENT**

Trimester Two 2008

### **COURSE OUTLINE**

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#### **Contact Details**

##### **Lecturer:**

Dr. Thomas Borghoff  
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Office hours:	Tuesday	11.30 am – 12.30 pm
	Thursday	11.30 am – 12.30 pm

##### **Lectures:**

Thursday	09.30 - 11.20 am	RH LT 1
Friday	09.30 - 10.20 am	RH LT 1

#### **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, Managing People in Global Markets, which focuses on managerial issues, related to the multinational enterprise, including cross-cultural, 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 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:

- assessing the environment: political, economic, legal, technological;
- managing interdependence: social responsibility and ethics;
- understanding the role of culture;
- communicating across cultures;
- cross-cultural negotiation and decision-making;
- formulating strategy;
- global alliances and strategy implementation;
- organisation structure and control systems;
- staffing, training, and compensation for global operations;
- developing a global management cadre;
- work motivation across borders and cultures;
- leadership across borders and cultures.

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 11 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:**

Deresky, H. (2008). 'International Management – Managing across borders and cultures (6<sup>th</sup> ed.)'. Pearson/Prentice Hall: Upper Saddle River, NJ.

## **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**

You are required to obtain an overall mark of at least 50%, and a mark of 40% 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 35% coursework, 15% mid-term test, and 50% final examination. The individual assessment weightings are as follows:

Tutorial Assignments and Participation	15%
Individual Assignment	20%
Mid-term test	15%
<u>Final Examination</u>	<u>50%</u>
Total	100%

**Mid-term test.** The mid-term accounts for 15% of the assessment weighting for this course. It will consist of short-answer questions at the discretion of the course co-ordinator. The mid-term test will expect students to draw on what they have learnt from the lectures, textbook, and tutorials in the first six weeks of the course. It will cover the contents of the first six chapters of the textbook (pp 1-237). The one-hour mid-term test is 'closed book'.

**Final examination.** The final examination accounts for 50% 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: 13 October – 8 November 2008.

**Individual assignment (case study analysis).** The purpose of this assignment 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. Students learn to apply concepts from the lectures and to practice their use in real case scenarios. In addition, students learn how to approach the analysis of a case and its communication in a structured and written form. This is also a good training for the professional practice where the structured analysis and presentation of information is a key requirement.

The case analysis of the **case study** is due in the eleventh week of the course (3<sup>rd</sup> October) and has an assessment weighting of 20%. The case study analysis has to be handed in during the student’s respective tutorial. The case analysis of the 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 **case study** for the individual assignment and the respective guidelines will be posted on **Blackboard**.

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

Criteria	A+	A	A-	B+	B	B-	C+	C	D	E
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 case analysis										
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 should be handed in to the tutor concerned at the beginning of the tutorial session of the 11<sup>th</sup> week. The latest possibility to hand in a hardcopy of the assignment is at the beginning of the lecture on 3<sup>rd</sup> October.
- 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 until the eighth week. Tutorial topics are listed below and in the course schedule. All students are expected to prepare for all tutorial sessions as well as to contribute to the discussion. You are also expected to submit and to present one tutorial assignment. The respective topic for each student will be assigned in the first tutorial.

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.

**Tutorial Case studies**

- 3<sup>rd</sup> week: Moto: Coming to America from Japan, in: Deresky (2008), pp. 121-123
- 4<sup>th</sup> week: Elizabeth visits GPC’s French subsidiary, in: Deresky (2008), pp. 148-149
- 5<sup>th</sup> week: Negotiations between Alcatel of France and Lucent of the U.S. finally result in a deal in 2006, in: Deresky (2008), pp. 179-180
- 6<sup>th</sup> week: There’s Detroit and there’s Trnava: The strategic attraction of Eastern Europe, in: Deresky (2008), pp. 239-240
- 7<sup>th</sup> week: Lenovo’s global expansion, in: Deresky (2008), pp. 262-263
- 8<sup>th</sup> week: Asea Brown Boveri (ABB), Sweden (2007): What went wrong?, in: Deresky (2008), pp. 287-290

**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.

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, 2008

Week	Date/ Time	Topic	Lecturer	Readings	Assignments due
	10 <sup>th</sup> July	Introduction to IBUS 212; Assessing the global environment	Thomas Borghoff	Ch 1 (pp 1-21)	
	11 <sup>th</sup> July	Assessing the global environment	Thomas Borghoff	Ch 1 (pp 21-28)	
<b>2</b>	17 <sup>th</sup> July	Social responsibility and ethics	Thomas Borghoff	Ch 2 (pp 31-55)	
	18 <sup>th</sup> July	Workshop: Training of case study analysis	Thomas Borghoff		
<b>3</b>	24 <sup>th</sup> July	Understanding the role of culture	Audra Mockaitis	Ch 3 (pp 87-119)	
	25 <sup>th</sup> July	Workshop: Case study "Allure Cruise Line" (1)	Thomas Borghoff	Part 1: pp. 80-86	
<b>Wk 3 Tutorial:</b>		Moto: Coming to America from Japan (pp 121-123)			
<b>4</b>	31 <sup>st</sup> July	Communicating across cultures	Thomas Borghoff	Ch 4 (pp 124-146)	
	1 <sup>st</sup> August	Workshop: Case study "Allure Cruise Line" (2)	Thomas Borghoff	Part 2: pp 191-195	
<b>Wk 4 Tutorial:</b>		Elizabeth visits GPC's French subsidiary (pp 148-149)			
<b>5</b>	7 <sup>th</sup> August	Cross-cultural negotiation and decision-making	Thomas Borghoff	Ch 5 (pp 150-176)	
	8 <sup>th</sup> August	Workshop: Intercultural negotiation (video analysis)	Thomas Borghoff		
<b>Wk 5 Tutorial:</b>		Negotiations between Alcatel of France and Lucent of the U.S. finally result in a deal in 2006 (pp 179-180)			
<b>6</b>	14 <sup>th</sup> August	Formulating strategy	Thomas Borghoff	Ch 6 (pp 203-237)	
	15 <sup>th</sup> Aug	Mid-term test	Thomas Borghoff	Chapters 1-6 (pp 1-237)	
<b>Wk 6 Tutorial:</b>		There's Detroit and there's Trnava: The strategic attraction of Eastern Europe (pp 239-240)			
<b>16-31 AUGUST MID-TRIMESTER BREAK</b>					
<b>7</b>	4 <sup>th</sup> September	Global alliances and strategy implementation	Thomas Borghoff	Ch 7 (pp 241-259)	
	5 <sup>th</sup> September	Workshop: Reflection of 1 <sup>st</sup> assignment; video case	Thomas Borghoff		
<b>Wk 7 Tutorial:</b>		Lenovo's global expansion, pp. 262-263			
<b>8</b>	11 <sup>th</sup> September	Organisation structure and control	Thomas Borghoff	Ch 8 (pp 264-286)	
	12 <sup>th</sup> September	Workshop: Guest speaker	Thomas Borghoff		
<b>Wk 8 Tutorial:</b>		Asea Brown Boveri (ABB), Sweden (2007): What went wrong? (pp 287-290)			
<b>9</b>	18 <sup>th</sup> September	Staffing, Training, and compensation for global operations	Peter Dowling	Ch 9 (pp 339-364)	
	19 <sup>th</sup> September	Workshop: Case study "Allure Cruise Line" (3)	Thomas Borghoff	Part 3: 337-338	
<b>10</b>	25 <sup>th</sup> September	Developing a global management cadre	Peter Dowling	Ch 10 (pp. 368-392)	

Week	Date/ Time	Topic	Lecturer	Readings	Assignments due
	26 <sup>th</sup> September	Workshop: Guest speaker	Thomas Borghoff		
<b>11</b>	2 <sup>nd</sup> October	Motivation and leadership in MNEs	Audra Mockaitis	Ch 11 (pp 398-423)	Individual assignment (case study analysis)
	3 <sup>rd</sup> October	Workshop: Case study "Allure Cruise Line" (4)	Thomas Borghoff	Part4: pp 448-452	
<b>12</b>	9 <sup>th</sup> October	Review for final examination	Thomas Borghoff	All chapters	
	10 <sup>th</sup> October	Review for final examination	Thomas Borghoff	All chapters	
<b>13 October – 8 November 2008</b> 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 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.

### **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.victoria.ac.nz/home/about/policy/students.aspx](http://www.victoria.ac.nz/home/about/policy/students.aspx)

For information on the following topics, go to the Faculty's website [www.victoria.ac.nz/fca](http://www.victoria.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

### **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 students or staff.*

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

*Note: including the work of others will not be considered plagiarism as long as the work 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:

[www.victoria.ac.nz/home/studying/plagiarism.html](http://www.victoria.ac.nz/home/studying/plagiarism.html)

## **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@yuw.ac.nz](mailto:manaaki-pihipihinga-programme@yuw.ac.nz) or phone (04) 463 6015. To contact the Pacific Support Coordinator, email [pacific-support-coord@yuw.ac.nz](mailto:pacific-support-coord@yuw.ac.nz) or phone (04) 463 5842.