

School of Marketing & International Business

IBUS 312 MANAGING PEOPLE IN GLOBAL MARKETS

Trimester Two 2008

COURSE OUTLINE

Contact Details

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Office hours: Thursdays 11.00-12.00 and Fridays 16.00-17.00, and by appointment

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Class Times and Room Numbers

Lectures:

Thursdays 14:40-16:30 RH LT1

Fridays 14:40-15:30 RH LT1

Final examination period: 13th October – 9th November, 2008

Course Objectives

This course is designed to develop students' competencies in international management and international human resource management (IHRM). Topics covered will include cross-cultural, human resource and strategic issues in multinational enterprises (MNEs). The course is taught through lectures, tutorials, individual and group work, case studies and videos.

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

- A working knowledge of the concepts and terminology commonly used in international management and international human resource management;
- The ability to define different types of employment relationships within MNEs;
- An appreciation of the cultural, political and legal factors that influence IHRM;
- An understanding of the influence, structure and strategies of MNEs;
- The ability to identify, critically analyse and synthesise IHRM issues of global concern.

In addition, you will acquire the following **skills**:

- An ability to work in diverse teams;
- An improvement in your written and oral communication skills;
- The ability to apply theoretical concepts to real life situations in organizations.

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

Expected Workload

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

Tutorials

Tutorials will meet from Week 3 onwards. You are required to sign up for one tutorial time. Tutorial sign-ups will begin during Week 1 at 5:00pm Thursday, 10th July, and you must have signed up for your tutorial by **5:00 pm Wednesday, 16th July** in Week 2. You will be informed about how to sign-up for tutorials during the first day of lectures.

Please choose your tutorial times carefully and select a time that does not interfere with your other courses. There are 6 tutorials throughout this trimester. **You are required to attend at least 5 of the 6 tutorials.** If you are serious about passing this course, you should attend all tutorials. You must also be present at the tutorial during your group presentation to receive a mark for the presentation. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. If you miss a tutorial, please obtain the necessary materials covered in the tutorials you have missed from your colleagues – tutors will assist you during the tutorial but will not review the tutorial materials for missing students outside of scheduled lecture times.

Course Materials:

Required course textbook:

Dowling, P., Festing, M. & Engle, A. 2008. **International Human Resource Management: Managing People in a Multinational Context** (5th Ed.). Melbourne, Australia: Thomson.

Useful references

Stahl, G. & Björkman, I. (Eds.) 2006 **Handbook of Research in International Human Resource Management**. Cheltenham, UK: Edward Elgar.

Nankervis, A., Chatterjee, S. & Coffey, J. (Eds.) 2006 **Perspectives of Human Resource Management in the Asia Pacific**. Sydney, Aust: Pearson Education.

Relevant Journals

Academy of Management Journal

Academy of Management Perspectives

Academy of Management Review

Asia Pacific Journal of Human Resources

Asia Pacific Journal of Management

California Management Review
European Journal of International Management
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
Thunderbird International Business Review

You should also read the business section in local NZ newspapers (eg. the *NZ Herald* and *Sunday Star-Times*) and international business magazines that report business issues in a serious way such as *The Economist*, *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, attend at least 5 tutorials, obtain an overall mark of at least 50%, and a mark of at least 40% on the final examination to pass this course.

Assessment Requirements

Your final mark will be comprised of individual and group work. Individual assessment comprises 85% and group work 15% of your final mark. A breakdown of the final mark and description of each piece of assessment follows.

Final examination	30%
2 tests at 15% each	30%
Individual assignment	25%
<u>Group presentation</u>	<u>15%</u>
Total	100%

Final examination. The final examination (30% of the final mark) will be a written 3-hour examination and will cover the contents of the entire course (lectures, case studies and course readings). Students will be required to answer a Case Study question (Section A) and 1 of 3 essay questions (Section B). Each section answer is 50% of the total marks for the examination.

Individual assessments. You will take **two tests** to assess your understanding of the materials throughout the semester. You will take these tests during your lecture times (see the *Detailed Course Schedule* for dates). Each test will count for 15% of your final mark, totalling 30%. Test 1 (Week 6) will cover materials (lectures and readings) from Weeks 1 to 6. Test 2 (Week 11) will cover materials (lectures and readings) from Weeks 7 to 11.

You will also complete an **individual written assignment** worth 25% of your total course mark. Your task will be to describe and analyse a journal article published in 2007 that is relevant to the International HRM material covered in this course.

Specific outputs required for this individual assignment:

1. Describe and summarise the key arguments and findings of this journal article (40% of total marks).
2. Provide an analysis of the article in terms of the clarity of ideas, adequacy of the literature review, and specification of the research goals of the article (60% of total marks). If it is an empirical article, comment on the adequacy of the data collection and data analysis processes and provide an assessment of the overall empirical methods and approach utilized in the study. Whether it is an empirical or theoretical article, you should provide an assessment of the contribution of the article to the International HRM literature.

This individual assignment must be no longer than 2500 words (**approx. 10 double-spaced A4 pages, using no less than an 11-pt font**) and must include a minimum of three academic references, using the *Journal of International Business Studies* referencing style (see *Note on Referencing* below). A scanned copy of the article reviewed in the assignment must be emailed to your tutor by 31 August.

The **deadline** for submission of the individual assignment via Blackboard is **Monday, 1 September, at 5pm**. Do not leave the submission of your assignment to the last minute! Late assignments will not be accepted, except under special circumstances (see *Penalties* below).

Note: Your submitted assignment must include your name, ID number, your tutor's name, tutorial time and room.

Group Work

Part of your final course grade will be comprised of group work. You will form groups of **4** students, with whom you will work on your group presentation. Please note that you will not be allowed to alter the composition of your group once it is formed! Part of the reality of international business is working with people with different skills, resources and backgrounds; thus, you will be expected to work through any difficulties your group experiences on your own. Keep in mind that group assessment means that all of your group members will receive a common mark on the group presentation.

The task for your group work is to analyse a short case study or example which you have read this year in a newspaper, business magazine or academic journal which illustrates an International HRM issue, problem or practice.

Your group will present your case study or example of IHRM to your tutorial class during the final tutorial session and will be assessed on the presentation given and hard copies of your powerpoint slides which must be handed in (along with a copy of information about your short case study or example which you have analysed). This presentation will account for **15%** of your final mark.

Your presentation should be no more than 10 minutes long, and you will be asked a series of questions to assess your understanding of the theories and concepts you have presented in your presentation. All group members must participate in the presentation. The tutorial (T6) during **Week 11** will be used for the group presentations.

DETAILED COURSE SCHEDULE: 2008

Week	Date/ Time	Topic	Lecturer	Reading	Assignments due
1	Thur 10 July 14:40-16:30	Introduction to IBUS 312, Managing People in Global Markets	Dowling	Ch. 1	S-cubed tutorial sign- up opens at 5:00pm 10th July
	Fri 11 July 14:40-15:30	Introduction continued	Dowling	Ch. 1	
2	Thur 17 July 14:40-16:30	The organizational context	Dowling	Ch.2	Deadline for tutorial sign-up (5:00pm 16 th July)
	Fri 18 July 14:40-15:30	The context of cross- border alliances and SMEs	Dowling	Ch. 3	
3	Thur 24 July 14:40-16:30	International staffing operations	Mockaitis	Ch. 4	
	Fri 25 July 14:40-15:30	Recruiting and selecting staff for international assignments	Mockaitis	Ch. 5	
Wk 3 Tutorial 1:		Introductory tutorial and discussion of article by Howard Perlmutter. 1969. The tortuous evolution of the multinational corporation. <i>Columbia Journal of World Business</i> , Vol. 4: 9-18.			
4	Thur 31 July 14:40-16:30	International training and development	Dowling	Ch. 6	
	Fri 1 Aug 14:40-15:30	Spanning the globe case study	Dowling	Pages 311-314.	
5	Thur 7 Aug 14:40-16:30	International compensation	Dowling	Ch. 7	
	Fri 8 Aug 14:40-15:30	Quality compliance at the Hawthorn Arms case study	Dowling	Pages 315-317	
Week 5 Tutorial 2:		Discussion of article by Zhu, Cooper, De Cieri & Dowling, 2005. A problematic transition to a strategic role: HRM in industrial enterprises in China. <i>International Journal of Human Resource Management</i> , Vol 16 (4): 513-531.			
6	Thur 14 Aug 14:40-16:30	Jaguar or bluebird? (A) and (B) case studies	Dowling	Pages 318-325.	
	Fri 15 Aug 14:40-15:30	Test 1 (15%)	Dowling		
18 – 31 August MID-TRIMESTER BREAK					
7	Thur 4 Sept 14:40-16:30	Re-entry and career issues	Dowling	Ch. 8	Individual assignment due 1 September, 5pm via Blackboard.
	Fri 5 Sept 14:40-15:30	Strategic forecasts and staffing formulation case study	Dowling	Pages 337-344.	
Week 7 Tutorial 3:		Feedback on Test 1 and discussion of article by Yvonne McNulty, 2008. How a major multinational is working to overcome the barriers to improved expatriate ROI. <i>Global Business and Organizational Excellence</i> , March/April, ps. 38-47.			

Week	Date/ Time	Topic	Lecturer	Reading	Assignments due
8	Thur 11 Sept 14:40-16:30	Wolfgang's balancing act case study	Dowling	Pages 326-336.	
	Fri 12 Sept 14:40-15:30	IHRM in the host-country context	Dowling	Ch. 9	
Wk 8 Tutorial 4:		Discussion of case study: IKEA's global sourcing challenge: Indian rugs and child labour			
9	Thur 18 Sept 14:40-16:30	Norge Electronics (Portugal) case study	Dowling	Pages 345-358.	
	Fri 19 Sept 14:40-15:30	International industrial relations	Dowling	Ch. 10	
10	Thur 25 Sept 14:40-16:30	Hitting the wall: Nike and international labour practices	Dowling	Handout	
	Fri 26 Sept 14:40-15:30	Performance Management	Dowling	Ch. 11	
Wk 10 Tutorial 5:		Discussion of article by H. Scullion, D. Collings & P. Gunnigle, 2007, International human resource management in the 21 st century: emerging themes and contemporary debates. <i>Human Resource Management Journal</i> , Vol. 17 (4): 309-319.			
11	Thur 2 Oct 14:40-16:30	IHRM trends: complexity, challenges and choices in the future	Dowling	Ch. 12	
	Fri 3 Oct 14:40-15:30	Test 2 (15 %)	Dowling		
Wk 11 Tutorial 6:		Group presentations (8 minutes per group)			
12	Thur 9 Oct 14:40-16:30	Review for final examination	Dowling		
	Fri 10 Oct 14:40-15:30	Review for final examination continued	Dowling		
STUDY/EXAMINATION PERIOD					

Penalties

You must submit your individual assignment on time. After the deadline, we will take off 20% for each day the work is late. Importantly, assignments later than 3 days will not be accepted. Missing a lecture test because of non-attendance will result in a mark of zero (0) on the test. As for tutorials, you must attend at least 5 out of 6 to pass the course. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. You should also discuss with the lecturer at an early stage if possible.

Any student caught cheating on an assignment or examination will 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 **Academic Integrity and Plagiarism** policy website at: www.vuw.ac.nz/home/studying/plagiarism.html. Your assignments may be submitted to **Turnitin** (see page 8), thus be sure to cite all of your references.

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., & 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*. New York: Basic Books.

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.

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.

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'.

Written Expression

If you have problems in written expression, we strongly encourage you to make use of the Student Learning Study Support Service on Level 2 of the Railway West Wing. We expect competent use of written English, and will assess this in each piece of work; while a few minor mistakes will not be penalised, frequent mistakes or major problems in written expression will result in the loss of marks. If grammatical problems mean that we cannot understand your assignment, it will be failed. If you fail due to poor written expression, you may revise the language (but not the content), and resubmit an otherwise identical assignment before the last teaching day of the semester.

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

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.

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.

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 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.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 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

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.