

Victoria Management School

MMBA 558 INTERNATIONAL BUSINESS

Trimester One 2009

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

Associate Professor Val Lindsay

Room: RH1101, Rutherford House

Phone: 463 6915

Email: val.lindsay@vuw.ac.nz

SENIOR ADMINISTRATOR

Linda Walker

Room: RH1004, Rutherford House

Phone: 463 5367

Email: linda.walker@vuw.ac.nz

Class Times and Room Numbers

Lecture: Saturday, 9am – 4.30pm

Venue: RHG02

Trimester Dates: Saturday 7 March, Saturday 14 March, Saturday 21 March, Saturday 28 March.

Withdrawal dates: Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Introduction

The course will examine the international business environment in which firms operate; it will attempt to provide an overview of the strategies available to firms operating internationally, and to provide an understanding of how these firms can be better managed.

The intent has been to design a course which provides an appropriate introduction to the broad field of international business and which challenges students to think critically about current global issues and firms' responses to them.

The course continues the study of strategic management, marketing, and macro-economics used in previous courses in the MBA programme.

The focus is on the development, use and integration of theories and concepts of international business in practical situations. Throughout the course, the emphasis is on taking a managerial view of the situation, and exploring business solutions from an informed perspective.

As such, the course will adopt an applied approach, and will provide students with an introduction to international business through case studies and class discussion, that will allow for the development of a better understanding of the contemporary global environment,

In particular, the course will challenge students to think critically about issues that firms face when contemplating or conducting international business.

Programme and Course-related Learning Objectives

This course will provide students opportunity:

- to develop oral, written and IT-related communication skills
 - through active participation in class discussion
 - through the development and presentation of oral and written reports,
 - through formal and informal classroom debate
- to develop critical and creative thinking skills
 - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
 - through debate and classroom discussion
- to develop leadership skills
 - through structuring independent study involving project activity, and classroom presentations
 - through leading a group exercise
 - through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class

Overall Course Objectives

The course has several objectives, which include:

- examining contemporary macro-economic issues and trends, both globally and in New Zealand
- comprehending the complex interaction of global economic, financial, social, cultural, technological, political, and ecological factors acting on firms involved in, or contemplating, international business
- defining issues critical to the global operation of businesses
- understanding the managerial skills required for successful operation of business in foreign markets
- exploring the options available to firms entering international markets
- understanding the interaction between global trends and strategic business options for operating internationally
- improving competence in macro-environmental analysis and strategic decision-making as it relates to international business
- developing an ability to formulate strategies for firms engaging in international business

Course-related Student Learning Objectives

On successful completion of the course, students should be able:

- to demonstrate an understanding of some major theoretical frameworks and concepts relevant to international business
- be able to use such frameworks to critically evaluate information and develop appropriate strategies for international business
- develop an ability to communicate recommendations related to critical analysis of international business issues and managerial responses using a specific theoretical framework
- recognise the importance of critical analysis, leadership and communication in the field of international business

Expected Workload

Workload expectations for this course are 10 hours per session for the 8 teaching sessions of the course.

Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is

not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Readings

The **required** textbook is: “International Business”, Charles Hill (7th edition), 2009, McGraw Hill,

Participants are also required to read the assigned readings noted in the Schedule in this course outline.

Assessment Requirements

| Assignment | Title | Weight | Date |
|------------|---|-------------|------------------------|
| 1 | Individual presentation | 30% | Time assigned in class |
| 2 | Individual case study assignment | 40% | 21 March |
| 3 | Group project presentation and report | 15% | 28 March |
| 4 | Individual report from group presentation | 15% | 28 March |
| | TOTAL | 100% | |

1. Individual Presentation

Date: Time assigned in class Marks: 30%

Participants will research a topic of current interest in the field of international business, present a PowerPoint presentation to the class, and address questions relating to the presentation.

2. Individual Case Study Assignment

Due: 21 March Marks: 40%

Length: 2000 words

Participants will be required to read and analyse a case study provided in the first week of class, and provide a written report, which addresses questions provided with the case study.

3. Group Project Presentation

Due: 28 March Marks: 15%

Participants will work in groups of four, with two sub-groups of two participants each. The main Group will select two countries and undertake a macro-environmental analysis of each country. The Group will evaluate the attractiveness of each country from the perspective of a New Zealand firm considering entry into these countries.

The Group will provide a presentation of the analysis and evaluation, and present it to the class.

4. Individual Report from Group Presentation

Date: Time assigned in class Marks: 15%

Length: 1500 words.

Each pair of participants from each group will consider one of the countries from the country analyses. Each member of the pair will write an individual assessment of the implications of the analysis for a New Zealand firm considering entry into that country.

Handing in assignments:

Assignments should be handed in to the Victoria Management School Reception, Level 10 of Rutherford House..

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Submit all pieces of assessment.

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

Victoria MBA Grading Standards are as follows:

Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85% and above): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.

Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site

(<http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx>).

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

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.

Use of Turnitin

The following words (modified as necessary for particular circumstances) should appear in course outlines, when work submitted by students is likely to be checked by Turnitin.

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 mis-referencing, 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.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.

MMBA 558: International Business 2009

Session Schedule

(Please see separate Assigned Reading Schedule for additional required readings)

| Date / Session | Topic | Text Readings |
|-------------------------------|--|------------------|
| | The International Business Environment | |
| Session 1 7 March | Introduction and Overview | |
| | Globalization and Regional Economic Integration | 1, 8 |
| Session 2 7 March | Macro-environmental Factors and Cultural Differences | 2, 3 |
| | Strategies for International Business | |
| Session 3 14 March | Entry Strategies and Strategic Alliances | 7, 12 |
| Session 4 14 March | Exporting and Importing | 14, 15 |
| | Organisation and Management of International Business | |
| Session 5 21 March | Organisation of International Business | 13 |
| | Marketing for International Business | 17 |
| Session 6 21 March | Human Resource Management for International Business | 18 |
| | International Management Issues | 16 |
| | Presentations and Review | |
| Session 7 28 March | International Management Issues (cont'd) | 20 |
| Session 8 28 March | Group Presentations and Review | |

**MMBA 558: International Business
2009**

**ASSIGNED READINGS SCHEDULE
(Please see also Textbook Readings on Course Schedule)**

Session 1

The Economist (2009), Globalisation under strain: Homeward bound, Feb 5th

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/detail?vid=5&hid=116&sid=cd4c21b7-ceb6-48a5-aacb-ffde848c3496%40sessionmgr3&bdata=JnNpdGU9ZWhvc3QtGjI2ZQ%3d%3d#db=aph&AN=36426056>

The Economist (2009), The world economy: The return of economic nationalism Feb 5th

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/detail?vid=3&hid=16&sid=cd4c21b7-ceb6-48a5-aacb-ffde848c3496%40sessionmgr3&bdata=JnNpdGU9ZWhvc3QtGjI2ZQ%3d%3d#db=aph&AN=36424553>

Ministry of Foreign Affairs and Trade (MFAT):

<http://www.mfat.govt.nz/Trade-and-Economic-Relations/Trade-Agreements/index.php>

Session 2

Yu, L. (2008), The High Cost of Political Influence, *MIT Sloan Management Review*, Summer, Vol. 49, No 4, pp. 7-9.

<http://proquest.umi.com.helicon.vuw.ac.nz/pqdweb?index=0&did=1520405451&SrchMode=1&sid=1&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1235599517&clientId=7511>

Schildhouse, J. (2006), An Interview with Willis D. Pugh, *Journal of Supply Chain Management*, Vol. 42, No 1, pp. 2-3.

<http://proquest.umi.com.helicon.vuw.ac.nz/pqdweb?index=3&did=994296281&SrchMode=2&sid=2&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1235599983&clientId=7511>

Fryer, B. and Stewart T. A. (2008), CISCO Sees The Future, *Harvard Business Review*, November, pp. 72-79.

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=101&sid=3cb7275c-c4cb-4206-97b7-caadb775fa0d%40sessionmgr7>

Recommended reading: Hofstede, G. (1980), Motivation, Leadership and Organization: Do American Theories Apply Abroad? *Organizational Dynamics*, Summer, pp. 42-63.

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=113&sid=5b7bd292-8703-4384-970d-c0b8fae1ef75%40sessionmgr3>

(For Group Project: Beim, G. And Levesque, M. (2006), Country Selection for New Business Venturing: A Multiple Criteria Decision Analysis, *Long Range Planning*, Vol. 39, pp. 265-293).

http://www.sciencedirect.com.helicon.vuw.ac.nz/science?_ob=PublicationURL&_cdi=5817&_pubType=J&_acct=C000053190&_version=1&_urlVersion=0&_userid=1495406&md5=8955eca089204bb4bd9ad52e3b1841de&jchunk=39#39

Session 3

Hughes, J. and Weiss, J. (2007), Simple Rules for Making Alliances Work, *Harvard Business Review*, November, pp. 122-131.

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=117&sid=ba2fa904-5401-4829-889b-92f2d432816c%40sessionmgr108>

Prashantham, S. and Birkinshaw, J. (2008) Dancing with Gorillas: How Small Companies Can Partner Effectively with MNCs, *California Management Review*, Vol. 51, No. 1, pp. 6-23.

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=3&sid=a3ed4323-df69-4ecd-b448-94ca6b21dfd7%40sessionmgr108>

Session 4

Leonidou, L. C., Katsikeas, C. S., Paliawadana, D. And Spyropoulou, S. (2007), An Analytical Review of the Factors Stimulating Smaller Firms to Export: Implications for Policy-makers, *International Marketing Review*, Vol. 24, No. 6, pp 735-770.

<http://proquest.umi.com.helicon.vuw.ac.nz/pqdweb?index=0&did=1377064171&SrchMode=3&sid=1&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1235605286&clientId=7511&aid=2>

Isenberg, D. J. (2008), The Global Entrepreneur, *Harvard Business Review*, December, pp. 107-111.

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=7&sid=73cfc86-44eb-4ef8-ab58-5453c12c7537%40sessionmgr3>

Session 5

Baraldi, E. (2008), Strategy in Industrial Networks: Experiences from IKEA, *California Management Review*, Vol. 50, No. 4, pp. 99-126.

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=115&sid=ecb505f7-fd32-4cd1-ae0b-268e9be447a0%40sessionmgr102>

Leonidou, L. C., Katsikeas, C. S. and Samiee, S. (2002), Marketing Strategy Determinants of Export Performance: A Meta-analysis, *Journal of Business Research*, Vol. 55, pp. 51-67.

http://www.sciencedirect.com.helicon.vuw.ac.nz/science?_ob=PublicationURL&_tockey=%23TOC%235850%232002%23999449998%23274865%23FLA%23&_cdi=5850&_pubType=J&_auth=v&_acct=C000053190&_version=1&_urlVersion=0&_userid=1495406&md5=fd5b0bcee97314e87c8829a7c1128433

Session 6

Nohria, N. (2009), From Regional Star to Global Leader, *Harvard Business Review*, January, pp. 33-39.

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=104&sid=27b0c78d-6981-4f82-94f7-0c9287cfa667%40sessionmgr109>

Grant, E. A. (2008), How to Retain Talent in India, *MIT Sloan Management Review*, Fall, pp. 5-7.

<http://proquest.umi.com.helicon.vuw.ac.nz/pqdweb?index=7&did=1570723461&SrchMode=3&sid=1&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1235599632&clientId=7511&aid=1>

Ready, D. A. And Conger, J. A. (2007), Make Your Company a Talent Factory, *Harvard Business Review*, June, pp. 69-77.

<http://web.ebscohost.com.helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=106&sid=27b0c78d-6981-4f82-94f7-0c9287cfa667%40sessionmgr109>

Session 7

Beaverstock, J. V. (2004), 'Managing Across Borders': Knowledge Management and Expatriation in Professional Service Legal Firms, *Journal of Economic Geography*, Vol. 4, No. 2, pp. 157-178.

<http://proquest.umi.com.helicon.vuw.ac.nz/pqdweb?index=0&did=629069061&SrchMode=3&sid=2&Fmt=3&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1235605664&clientId=7511&aid=5>

Baruch, Y., Altman, Y. And Adler, N. J. (2009), Guest Editors' Note: Introduction to the Special Issue, *Human Resource Management*, Vol. 48, No. 1, pp. 1-4.

<http://www3.interscience.wiley.com.helicon.vuw.ac.nz/cgi-bin/fulltext/121662321/PDFSTART>

Tungli, Z. and Peiperl, M. (2009), Expatriate Practices in German, Japanese, UK, and US Multinational Companies: A Comparative Survey of Changes, *Human Resource Management*, Vol. 48, No. 1, pp. 153-171.

<http://www3.interscience.wiley.com.helicon.vuw.ac.nz/cgi-bin/fulltext/121662330/PDFSTART>