

School of Marketing & International Business

IBUS 212 INTERNATIONAL MANAGEMENT

Trimester Two 2009

COURSE OUTLINE

Names and Contact Details

Lecturer: Dr. Thomas Borghoff
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Office hours: Tuesday 12:30 pm – 1:30 pm
 Thursday 11:30 am – 12:30 pm

Trimester Dates

Teaching Period: Monday 13 July to Friday 16 October 2009

End of Year Study Period: Monday 19 October to Monday 26 October 2009

Examination Period: Tuesday, 27 October to Saturday, 14 November (inclusive)

Note: Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

Withdrawal dates: Information available via

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

Class Times and Room Numbers

Lectures:
Tuesday 10.30 am - 12.20 pm RH LT 1
Thursday 10.30 am - 11.20 am RH LT 1

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*.

Course Learning 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 enquiry 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.

By the end of this course, students should be able to

- 1 Apply concepts relating to cross-cultural communication, negotiation, decision-making, leadership, and motivation (assessed through mid-term test, final examination, tutorials, case study analysis).
- 2 Critically discuss the main areas of international management (assessed through mid-term test, final examination, tutorials, case study analysis).
- 3 Analyse international management knowledge, theories and concepts (assessed through mid-term test, final examination, tutorials, case study analysis).
- 4 Apply analytical tools and managerial principles to case studies of firms operating in the international business (assessed through final examination, tutorials, case study analysis).

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 Delivery

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 17 July, 5pm**). 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.

DETAILED COURSE SCHEDULE, 2009

Week	Date/ Time	Topic	Lecturer	Readings	Assignments due
1	14 th July	Introduction to IBUS 212; Assessing the global environment	Thomas Borghoff	Ch 1 (pp 1-21)	
	16 th July	Assessing the global environment	Thomas Borghoff	Ch 1 (pp 21-28)	
2	21 st July	Social responsibility and ethics	Thomas Borghoff	Ch 2 (pp 31-55)	
	23 rd July	Workshop: Training of case study analysis	Thomas Borghoff		
3	28 th July	Understanding the role of culture	Thomas Borghoff	Ch 3 (pp 87-119)	
	30 th July	<i>Workshop: Case study "Allure Cruise Line" (1)</i>	Thomas Borghoff	Part 1: pp 80-86	
Wk 3 Tutorial:		Moto: Coming to America from Japan (pp 121-123)			
4	4 th August	<i>Communicating across cultures</i>	Thomas Borghoff	Ch 4 (pp 124-146)	
	6 th August	Workshop: Case study "Allure Cruise Line" (2)	Thomas Borghoff	Part 2: pp 191-195	
Wk 4 Tutorial:		Elizabeth visits GPC's French subsidiary (pp 148-149)			
5	11 th August	<i>Cross-cultural negotiation and decision-making</i>	Thomas Borghoff	Ch 5 (pp 150-176)	
	13 th August	<i>Workshop: Intercultural negotiation (video analysis)</i>	Thomas Borghoff		
Wk 5 Tutorial:		Negotiations between Alcatel of France and Lucent of the U.S. finally result in a deal in 2006 (pp 179-180)			
6	18 th August	Formulating strategy	Thomas Borghoff	Ch 6 (pp 203-237)	Mid-term test
	20 th August	Mid-term test	Thomas Borghoff	Chapters 1-6 (pp 1-237)	

Week	Date/ Time	Topic	Lecturer	Readings	Assignments due
Wk 6 Tutorial:		There's Detroit and there's Trnava: The strategic attraction of Eastern Europe (pp 239-240)			
22 AUGUST – 6 SEPTEMBER MID-TRIMESTER BREAK					
7	8 th September	Global alliances and strategy implementation	Thomas Borghoff	Ch 7 (pp 241-259)	
	10 th September	Workshop: Reflection of mid-term test; video case	Thomas Borghoff		
Wk 7 Tutorial:		Lenovo's global expansion, pp. 262-263			
8	15 th September	Organisation structure and control	Thomas Borghoff	Ch 8 (pp 264-286)	
	17 th September	<i>Workshop: Guest speaker</i>	Thomas Borghoff		
Wk 8 Tutorial:		Asea Brown Boveri (ABB), Sweden (2007): What went wrong? (pp 287-290)			
9	22 nd September	Staffing, Training, and compensation for global operations	Thomas Borghoff	Ch 9 (pp 339-364)	
	24 th September	Workshop: Case study "Allure Cruise Line" (3)	Thomas Borghoff	Part 3: pp 337-338	
10	29 th September	Developing a global management cadre	Thomas Borghoff	Ch 10 (pp 368-392)	
	1 st October	<i>Workshop: Guest speaker</i>	Thomas Borghoff		
11	6 th October	Motivation and leadership in MNEs	Thomas Borghoff	Ch 11 (pp 398-423)	Individual assignment (case study analysis)
	8 th October	<i>Workshop: Case study "Allure Cruise Line" (4)</i>	Thomas Borghoff	Part 4: pp 448-452	
12	13 th October	Review for final examination	Thomas Borghoff	All chapters	
	15 th October	Review for final examination	Thomas Borghoff	All chapters	
27 October - 14 November 2009 STUDY/EXAMINATION PERIOD					

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.

Readings

The required textbook for this paper is:

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

Materials and Equipment

No additional equipment will be required for this course.

Assessment Requirements

The course will be assessed on the basis of 35% coursework, 15% mid-term test, and 50% final examination. A breakdown of the final mark and description of each piece of assessment follows.

Assessment	Learning Objectives Addressed	Weight	Due Date
Tutorial assignments and participation	LO 1 – 4	15%	Various dates
Individual assignment	LO 1 – 4	20%	8 th October
1 midterm test	LO 1 – 4	15%	20 th August
Final examination	LO 1 – 4	50%	TBA

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 three-hour final examination is ‘closed book’.

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 (8th October) and has an assessment weighting of 20%. 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) Individual assignments are due in the eleventh week of the course. The latest possibility to hand in a hardcopy of the assignment is at the beginning of the lecture on 9th 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.

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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

- 3rd week: Moto: Coming to America from Japan, in: Deresky (2008), pp 121-123
- 4th week: Elizabeth visits GPC's French subsidiary, in: Deresky (2008), pp 148-149
- 5th 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
- 6th week: There's Detroit and there's Trnava: The strategic attraction of Eastern Europe, in: Deresky (2008), pp 239-240
- 7th week: Lenovo's global expansion, in: Deresky (2008), pp 262-263
- 8th 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.

Any special requirements which students must fulfil to pass the course should be listed under mandatory course requirements.

Examinations

The final examination for this course will be scheduled at some time during the period from Tuesday 27 October to Saturday 14 November 2009.

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!

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.

Communication of Additional Information

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.

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.

Use of 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 compares submitted work with a large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

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

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/