

School of Marketing & International Business

IBUS 312 MANAGING PEOPLE IN GLOBAL MARKETS

Trimester Two 2009

COURSE OUTLINE

Contact Details

Lecturer: Dr. Audra I. Mockaitis (Course Coordinator)
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Office hours: Mondays, 13:30-14:30 and Thursdays 13:20-14:30

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Class Times and Room Numbers

Lectures:

Mondays	12:40-13:30	GB LT2
Thursdays	11:30-13:20	GB LT2

- **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 2009

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 is available on the university website:
<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx>

Course Content

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

Course Learning Objectives

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

1. Apply concepts and terminology commonly used in international management and international human resource management.
2. Define different types of employment relationships within multinational enterprises (MNEs).
3. Examine the interconnectedness between structure and strategies of MNEs and international employment relationships.
4. Analyse and synthesise IHRM issues of global concern.

Course Delivery

This course is student centred and will use a mixture of lectures, student-led discussions, seminars, and reviews of the literature.

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 5:00 pm Monday, 13th July, and you must have signed up for your tutorial by **5:00 pm Monday, 20th July** in Week 2. You will be informed about how to sign-up for tutorials during the first day of classes.

Please choose your tutorial times carefully and select a time that does not interfere with your other courses. There are 5 tutorials throughout this trimester. **You are required to attend at least 4 tutorials out of 5.** If you are serious about passing this course, you should attend *all* tutorials. You must also be present at the tutorial during your discussion session to receive a mark for it. 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 class times.

Readings

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.

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

All of these journals are available on the university library's databases.

Materials and Equipment

I have created a separate site for this course on **Blackboard**. All announcements pertaining to the course will be posted here. You will also find most of the materials for the course on this site, such as guidelines for all assignments, presentations, handouts and links to additional resources. Because almost all of your course documents are on this site please make sure that you have access to Blackboard during the first week of class.

No additional materials will be permitted during the final examination.

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.

Assessment	Learning Objectives Addressed	Weight	Due Date
Group presentation	LO 1,4	15%	Various dates
Individual assignment	LO 1,2,3,4	25%	Tutorial discussion (10%): Various dates Written analysis (15%): 5 Oct., 5 pm
1 midterm test	LO 1,2,3	20%	17 th Aug., 12.40 pm-1.30 pm
Final examination	LO 1,2,3,4	40%	TBA

Individual assessments. You will take a **midterm test** to assess your understanding of the materials. The test (Week 6) will count for **20%** of your final mark and will cover materials (lectures and readings) from Weeks 1 to 5.

You will also complete an **individual assignment** worth 25% of your total course mark. Your task will be to analyse a journal article by relating it to the relevant international HRM materials that have been covered in this course. The assignment consists of a short written

analysis of a specific topic (15%) of your choice and a discussion (10%) during your tutorials. A description of the general requirements for each part of the assignment follows. Detailed assignment requirements and guidelines are provided on Blackboard and will be explained during your tutorials.

Discussion:

You will lead the discussion of a journal article of your choice during one tutorial. Your week will be assigned during the first tutorial; you should choose one of the topics covered in the tutorial and select a journal article that focuses on this topic. Your discussion should be more than just a review of the course materials (lectures, readings) around this topic; you should tie your selected journal article into the topic, and engage the class in a short discussion (~10 minutes) about the key points.

You must send your tutor a copy of your selected article one week before your assigned tutorial.

A list of suggested readings by topic and the assessment criteria are provided in the individual assignment guidelines on Blackboard.

Written analysis:

The purpose of the discussion is to allow you to demonstrate an ability to relate your chosen reading to the course lecture materials. The written assignment will allow you to analyse your chosen topic in more detail. You will write a short paper about your chosen article in which you will:

1. describe and summarise the key arguments and findings of this journal article; and
2. provide an analysis of the article in terms of the clarity of ideas, and specification of the research goals of the article. Whether it is an empirical or theoretical article, you should provide an assessment of the contribution of the article to the International HRM literature. Detailed assessment criteria for this written assignment are provided on Blackboard.

This individual assignment must be no longer than 2000 words (approx. 8 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).

The **deadline** for submission of the individual written assignment via Blackboard is **Monday, 5 October, 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 (15%) will be comprised of group work. You will form groups of 5 students during Week 1, with whom you will work on your **group presentation**, focused on one of the case studies. 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.

Your presentation should be no more than 15 minutes long, and you will be asked a series of questions to assess your understanding of the theories and concepts that you have presented. All group members must participate in the presentation. To ensure fairness, presentation dates will be randomly drawn, and you will know your group's presentation date two weeks in advance. The presentations will be held during the lectures. Detailed assessment criteria and the evaluation sheet are provided on Blackboard.

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.

Examinations

The final examination (**40%** of the final mark) will be a written 3-hour exam and will cover the contents of the entire course (lectures, case studies and course readings). Students will be required to answer two Case Study questions (Section A) and 1 of 3 essay questions (Section B). Each section is worth 50% of the total marks for the examination.

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

You must submit your individual assignment on time. After the deadline, we will take off 15% for each day the work is late. Importantly, assignments later than 3 days will not be accepted. Missing a test or your group presentation because of non-attendance will result in a mark of zero (0). As for tutorials, you must attend at least 4 tutorials to pass the course. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. You should also discuss your circumstances with the tutor or 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: <http://www.victoria.ac.nz/home/study/plagiarism.aspx>. Your assignments may be submitted to Turnitin (*see* page 8), thus be sure to cite all of your references.

Mandatory Course Requirements

All students are expected to hand in all assignments, attend at least 4 tutorials, obtain an overall mark of at least 50%, and a mark of at least 40% on the final examination to pass this course.

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 trimester.

DETAILED COURSE SCHEDULE: 2009

Week	Date/ Time	Topic	Lecturer	Reading	Assignments due
1	Mon 13 July 12:40-13:30	Introduction to IBUS 312, Managing People in Global Markets	Mockaitis	Ch. 1	S-cubed tutorial sign-up opens at 5 pm, 13 th July. Group formation: Hand in signed group sheet by the end of class on 16 th July.
	Thu 16 July 11:30-13:20	Introduction <i>continued</i>	Mockaitis	Ch. 1	
2	Mon 20 July 12:40-13:30	The organizational context	Gerschewski	Ch.2	Deadline for tutorial sign-up: 5 pm, 20 th July
	Thu 23 July 11:30-13:20	The context of cross-border alliances and SMEs	Mockaitis	Ch. 3	
3	Mon 27 July 12:40-13:30	International staffing operations	Mockaitis	Ch. 4	In-class activity
	Thu 30 July 11:30-13:20	International staffing operations (<i>cont.</i>) Practice case study	Mockaitis & Gerschewski	Ch.4	
Wk 3 Tutorial 1: <i>Introductory tutorial and discussion. Selection of individual assignment dates.</i>					
4	Mon 3 Aug. 12:40-13:30	Recruiting and selecting staff for international assignments	Mockaitis	Ch. 5	Case study: Group presentations
	Thu 6 Aug. 11:30-13:20	Case: Quality compliance at the Hawthorn Arms	Mockaitis & Gerschewski	Pgs. 315-317	
5	Mon 10 Aug. 12:40-13:30	International training and development	Mockaitis	Ch. 6	Case study: Group presentations
	Thu 13 Aug. 11:30-13:20	Case: Spanning the globe case study	Mockaitis & Gerschewski	Pages 311-314.	
Week 5 Tutorial 2: <i>Discussion of selected topics, Chapters 1-3</i>					
6	Mon 17 Aug. 12:40-13:30	Test (20%)	Mockaitis		Test
	Thu 20 Aug. 11:30-13:20	International compensation	Gerschewski	Ch. 7	
24th August – 6th September MID - TRIMESTER BREAK					
7	Mon 7 Sept. 12:40-13:30	Re-entry and career issues	Mockaitis	Ch. 8	Case study: Group presentations
	Thu 10 Sept. 11:30-13:20	Case: Jaguar or Bluebird? (A) and (B)	Mockaitis & Gerschewski	Pages 318-325	
Week 7 Tutorial 3: <i>Discussion of selected topics, Chapters 4-6</i>					
8	Mon 14 Sept. 12:40-13:30	IHRM in the host-country context	Mockaitis	Ch. 9	Case study: Group presentations
	Thu 17 Sept. 11:30-13:20	Case: Strategic forecasts and staffing formulation	Mockaitis & Gerschewski	Pages 337-344	

Week	Date/ Time	Topic	Lecturer	Reading	Assignments due
Wk 8 Tutorial 4: <i>Discussion of selected topics, Chapters 7-8</i>					
9	Mon 21 Sept. 12:40-13:30	International industrial relations	Mockaitis	Ch.10	Case study: Group presentations
	Thu 24 Sept. 11:30-13:20	Case: Wolfgang's balancing act	Mockaitis & Gerschewski	Pages 326-336	
10	Mon 28 Sept. 12:40-13:30	Performance Management	Gerschewski	Ch. 11	Case study: Group presentations
	Thu 1 Oct. 11:30-13:20	Case: Norge Electronics (Portugal), SA	Mockaitis & Gerschewski	Pages 345-358	
Wk 10 Tutorial 5: <i>Discussion of selected topics, Chapters 9-11</i>					
11	Mon 5 Oct. 12:40-13:30	IHRM trends: complexity, challenges and choices in the future	Mockaitis	Ch. 12	Written assignment due: 5 th Oct., 5 pm
	Thu 8 Oct. 11:30-13:20	Case: Larson in Nigeria	Mockaitis & Gerschewski	Handout	Case study: Group presentations
12	Mon 12 Oct. 12:40-13:30	Review of course outcomes	Mockaitis		
	Thu 15 Oct. 11:30-13:20	Review for final exam	Mockaitis & Gerschewski		
STUDY / EXAMINATION PERIOD					

Communication of Additional Information

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

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine www.turnitin.com. Turnitin is an online plagiarism prevention tool that compares submitted work with a very 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/