

School of Marketing and International Business

IBUS 312 MANAGING PEOPLE IN GLOBAL MARKETS

Trimester Two 2010

COURSE OUTLINE

Contact Details

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Office Hours: Tuesdays 10.00 – 11.30, Wednesdays, 10.00 - 11.30.

Trimester Dates

Teaching Period: Monday 12th July – Friday 15th October 2010

Study Period: Monday 18th October – Thursday 21st October 2010

Examination Period: Friday 22nd October – Saturday 13th November 2010 (inclusive)

Withdrawal from Courses:

You fees will be refunded if you withdraw from this course on or before **23 July 2010**.

The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e. **Friday 24th September**. After that date, permission to withdraw requires the permission of the Associate Dean (Students) as set out in section 8 of the Personal Courses of Study Statute. <http://policy.vuw.ac.nz/Amphora!~policy.vuw.ac.nz~POLICY~000000001743.pdf>

To apply for permission, fill in the Late Withdrawal form available from either of our Student Customer Service Desks.

Class Times and Room Numbers

Lectures:

Mondays 15.40 – 16.30 RH LT2
Thursdays 15.40 – 17.30 RH LT2

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 included under the section entitled *Detailed Course Schedule*.

Course Learning Objectives

By the end of the 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 concerns.

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), students 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. Students are required to sign up for one tutorial time. Tutorial sign-ups will begin during Week 1 at 5:00pm Monday, 12 July, and you must have signed up for your tutorial by 5:00pm Monday, 19 July in Week 2. Students will be informed about how to sign up for tutorials during the first day of class.

Please choose your tutorial times carefully and select a time that does not interfere with your other courses. There are 5 tutorials throughout the entire trimester. You are required to attend at least 4 out of 5 tutorials. 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, 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 these journals are available on the university library's online databases.

Materials and Equipment

There is 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.

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 Objective(s)	Weight	Due Date(s)
Group presentation	LO 1, 4	15%	Various dates
Individual assignment	LO 1, 2, 3, 4	25%	Tutorial discussion (10%): Various dates Written analysis (15%): 4 Oct
Mid-term test	LO 1, 2, 3, 4	20%	16 Aug (in class)
Final Examination	LO 1, 2, 3, 4	40%	TBA

Individual assignment. 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 through 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 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 and readings) around this topic; you should tie your selected journal article into the topic, and engage the class in a short discussion (about 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 specifications 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 (approximately 8 pages, double spaced, using no less than 11-point font) and must include a minimum of three academic references, using the Journal of International Business Studies referencing style (see *Note on Referencing*).

The deadline for submission of the individual written assignment via Blackboard is Monday, 4 October, at 5pm. Do not leave 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 difficulty 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 your 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.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The final examination for this course will be scheduled at some time during the period **Friday 22nd October – Saturday 13th November 2010 (inclusive)**.

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 presentations 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), 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.palgrave-journals.com/jibs/style_guide.html. Please also consult the articles from the journal for additional examples.

Journal Articles:

Cossett, J., & Suret, J. 1995. Political risk and benefits of international portfolio diversification. *Journal of International Business Studies*, 26(2): 301-318.

Books:

Donahue, 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:

Hutzschenreuter, T., & Voll, J. C. 2007. Performance effects of "added cultural distance" in the path of international expansion: The case of German multinational enterprises. *Journal of International Business Studies*, advance online publication August 30. doi:10.1057/palgrave.jibs.8400312.

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 (;) and arranged in alphabetical order. 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 on otherwise identical assignment before the last teaching day of the trimester.

Detailed Course Schedule: Trimester 2, 2010

Week	Date/Time	Topic	Reading	Assignment(s) Due
1	Mon 12 July	Introduction to IBUS312 Managing People in Global Markets	Chapter 1	Tutorial sign-up opens.
	Thurs 15 July	Introduction continued	Chapter 1	Group formation: Hand in your group sheet by the end of class
2	Mon 19 July	The organizational context	Chapter 2	Deadline for tutorial sign-up at 5pm.
	Thurs 22 July	The context of cross-border alliances and SMEs	Chapter 3	
3	Mon 26 July	International staffing operations	Chapter 4	
	Thurs 29 July	International staffing operations (cont.) Practice case study	Chapter 4	
	Tutorial 1: Introductory tutorial and discussion. Selection on individual assignment dates.			
4	Mon 2 Aug	Recruiting and selecting staff for international assignments	Chapter 5	Case study: Group presentations
	Thurs 5 Aug	Case: Quality compliance at the Hawthorne Arms	Pp. 315-317	
5	Mon 9 Aug	International training and development	Chapter 6	Case study: Group presentations
	Thurs 12 Aug	Case: Spanning the globe case study	Pp. 311-314	
	Tutorial 2: Discussion of selected topics, Chapters 1-3			
6	Mon 16 Aug	Midterm Test		TEST
	Thurs 19 Aug	International compensation	Chapter 7	
23 Aug – 5 Sept MID-TRIMESTER BREAK				
7	Mon 6 Sept	Re-entry and career issues	Chapter 8	Case study: Group presentations
	Thurs 9 Sept	Case: Jaguar or Bluebird? (A) and (B)	Pp. 318-322	
	Tutorial 3: Discussion of selected topics, Chapters 4-6.			

Week	Date/Time	Topic	Reading	Assignment(s) Due
8	Mon 13 Sept	IHRM in the host country context	Chapter 9	Case study: Group presentations
	Thurs 16 Sept	Case: Strategic forecasts and staffing formulation	Pp. 337-344	
	Tutorial 4: Discussion of selected topics, Chapters 7-8.			
9	Mon 20 Sept	International industrial relations	Chapter 10	Case study: Group presentations
	Thurs 23 Sept	Case: Wolfgang's balancing act	Pp. 326-336	
10	Mon 27 Sept	Performance management	Chapter 11	Case study: Group presentations
	Thurs 30 Sept	Case: Norge Electronics (Portugal), SA	Pp. 345-358	
	Tutorial 5: Discussion of selected topics, Chapters 9-11.			
11	Mon 4 Oct	IHRM trends: Complexity, challenges and choices in the future	Chapter 12	Written assignment due at 5pm.
	Thurs 7 Oct	Case: Red Cross Children's Home: Building Capabilities in Guyana	Handout	Case study: Group presentations
12	Mon 11 Oct	Review of the course outcomes		
	Thurs 14	Review for final exam		

Class Representative

A class representative will be elected during the first class. The name and contact details of the elected class representative will be made available to VUWSA, the Course Coordinator and the class. The class representative acts as a communication channel to liaise with the Course Coordinator on behalf of all students in the class.

Communication of Additional Information

All of your course marks will be uploaded to Blackboard as soon as they are available.

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 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>

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

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

Manaaki Pihipihinga Programme

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