

School of Marketing & International Business

IBUS 312 MANAGING PEOPLE IN GLOBAL MARKETS

Trimester One 2011

COURSE OUTLINE

Contact Details

Course coordinator: Yang Yu
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Office hours: Mondays, 16:30-17:30 and Thursdays 15:30-16:30

Trimester Dates

- Teaching Period: Monday 28 February – Friday 3rd June
- Study Period: Monday 6 June – Thursday 9 June
- Examination Period: Friday 10 June – Saturday 2 July (inclusive)

Withdrawal from Course

- Your fees will be refunded if you withdraw from this course on or before 11 March 2011.
- The standard last date for withdrawal from this course is 14 May 2011. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation

The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Lectures:

Mondays: 15:40 – 16:30 GBLT2
Wednesdays: 15:40 – 16:30 GBLT2

Tutorials:

Six tutorials starting Week 3 (see course schedule for details)

Course Content

A course designed to develop students' competencies in international management. Topics covered include cross-cultural, human resources and strategic issues in multinational enterprises (MNEs). 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 be taught through lectures, tutorials, individual and group work and case studies.

Expected Workload

In addition to classroom hours (lectures and tutorials) you should expect to spend about 10 hours per week on independent study for the course.

Attendance at classes (including tutorials):	2-3 hours per week
Reading and reviewing:	4-5 hours per week
Group work:	2-3 hours per week
Individual assignment:	2-3 hours per week

Group Work

Part of your final course grade (10%) will be comprised of group work, in form of oral presentation as Part One of the project (see *Assessment Requirements for more details*). You will form groups of 5 students in Tutorial 1 Wk3, with whom you will work on your group presentation, focused on one case chosen by the group. 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 questions to assess your understanding of the case that you have presented, and the theories and concepts that you have applied to the case. The presentations will be held in tutorials in Wk8. All group

members must participate in the presentation. Detailed assessment criteria and the evaluation sheet are provided on Blackboard.

Readings

IBUS 312 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 90% 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	Weight	Due Date
Project	1) Group presentation	LO 1,4	10%	Tutorial 4 Wk8
	2) Individual assignment	LO 1,2,3,4	20%	Tutorial 6 Wk11
	Mid-term test	LO 1,2,3	20%	13 th Apr., 15:30 -16:30 pm
	Final examination	LO 1,2,3,4	50%	TBA

Project (Part One & Part Two)

You will be required to complete a project which counts for 30% of your final mark. In this project, you must accomplish four tasks: 1) select an IHRM related case, 2) define the key IHRM issues of the case, 3) relate these issues to IHRM theories or concepts, and 4) analyse the underlying problems and provide recommendations.

The project contains two parts. Part One is designed to be group work, with the emphasis on tasks 1, 2 and 3. You should work with other group members to find a case and discuss the issues. Note that the data/materials must be secondary only (*it means you are not allowed to approach any employee in the chosen organization*). This part will be assessed by an oral presentation by your group (see Group Work on page 2). Every group member must contribute and receive an equal mark.

Part Two is individual work, particularly addressing task 4. It gives you the opportunity to apply the theories/concepts learned from this course and use them to solve real-world problems. This part will be assessed by a written assignment (20%) that must be no more than 2500 words (1.5 spaced, 11-pt font, Times New Roman). In the report, after a brief introduction to the case, you should focus on one or two IHRM issues that your group has identified in Part One, and then analyse the underlying problems, as well as provide recommendations based on your understanding of the case and the IHRM theories. Despite working on the same case, you are expected to develop your own insight in the focal issues. Your report will be also compared to those of your group members, to ensure there is no concern of plagiarism. You are required to use at least five journal articles as references to support your arguments.

You must submit your written assignment to your tutor in tutorial 6 Wk 11. You need to include your name, ID number, tutor's name, tutorial time and room on the cover page. Late assignments will not be accepted, except under special circumstances (see *Penalties* below).

Mid-term test

You will take a **mid-term test** to assess your understanding of the materials. The test counts for **20%** of your final mark and will cover materials (lectures and readings) from Weeks 1 to 6. It will be held in the Wednesday lecture in Week 7.

Please note that *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

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 a written 3-hour exam (50% of the final mark) and will cover the contents of the entire course (lectures, tutorials and course readings). The final examination for this course will be scheduled at some time during the period from Friday 10 June – Saturday 2 July 2011.

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 6), 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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

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 <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

Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at <http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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/

DETAILED COURSE SCHEDULE: 2011

Week	Date/ Time	Topic	Reading	Assignments due
1	Mon 15:40-16:30	Introduction to the course	Ch. 1	S-cubed tutorial sign-up opens at: 9:00am, 1 st March, Tuesday
	Wed 15:40-16:30			
2	Mon 15:40-16:30	The organizational context	Ch. 2	Deadline for tutorial sign-up : 12:00pm, 7 th March, Monday
	Wed 15:40-16:30	The context of cross-border alliances and SMEs	Ch. 3	
3	Mon 15:40-16:30	International staffing operations	Ch. 4	
	Wed 15:40-16:30			
Wk 3 Tutorial 1: Article discussion: Perlumtter, H. 1969. The tortuous evolution of the multinational corporation, <i>Columbia Journal of World Business</i> , 4: 9-18.				
4	Mon 15:40-16:30	Recruiting and selecting staff for international assignments	Ch. 5	
	Wed 15:40-16:30			
Wk 4 Tutorial 2: Case 1: “Quality compliance at the Hawthorn Arms”			Pg. 315-7	
5	Mon 15:40-16:30	International training and development	Ch. 6	
	Wed 15:40-16:30			
Wk 5 Tutorial 3: Case 2: “Spanning the globe”			Pg. 311-4.	
6	Mon 15:40-16:30	International compensation	Ch. 7	
	Wed 15:40-16:30	Case 3: “Wolfgang’s balancing act”	Pg. 326-36	
7	Mon 15:40-16:30	Mid-term review and feedbacks		
	Wed 15:40-16:30	Mid-term test (20%)		
Mid-trimester Break				
8	Mon 15:40-16:30	Re-entry and career issues	Ch. 8	

Week	Date/ Time	Topic	Reading	Assignments due
	Wed 15:40-16:30			
Wk 8 Tutorial 4: Group presentation (15%)				
9	Mon 15:40-16:30	IHRM in the host-country context	Ch. 9	
	Wed 15:40-16:30		Ch. 9	
Wk 9 Tutorial 5: Case 4: “Strategic forecasts and staffing formulation” Pg. 337-44.				
10	Mon 15:40-16:30	International industrial relations	Ch.10	
	Wed 15:40-16:30	Performance Management	Ch. 11	
11	Mon 15:40-16:30	Performance Management (cont.)	Ch. 11	Written assignment due: in tutorial
	Wed 15:40-16:30	IHRM trends: complexity, challenges and choices in the future	Ch. 12	
Wk 11 Tutorial 6: Case 5: “Norge Electronics (Portugal), SA” Pg 345-58				
12	Mon 15:40-16:30	Review of course outcomes		
	Wed 15:40-16:30	Review for final exam		
S T U D Y / E X A M I N A T I O N P E R I O D				