

School of Marketing and International Business

## **IBUS 212 INTERNATIONAL MANAGEMENT**

Trimester Two 2011

### **COURSE OUTLINE**

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#### **Names and Contact Details**

Lecturer: Dr. Cheryl Rivers  
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Email: [cheryl.rivers@vuw.ac.nz](mailto:cheryl.rivers@vuw.ac.nz)

Office hours: Monday 11:00 am – 12:00 pm  
Wednesday 10:00 am – 11:00 am

#### **Trimester Dates**

Teaching Period: Monday 11 July – Friday 14 October

Study Period: Monday 17 October – Thursday 20 October

Examination Period: Friday 21 October – Saturday 12 November (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before 22 July 2011.
2. The standard last date for withdrawal from this course is Friday, 23 September, 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:

Wednesday & Thursday: 11.30 am - 12.20 pm GBLT1

#### **Course Content**

The course provides you with a comprehensive knowledge base in international management, which is complementary to IBUS 201, 205, and IBUS 312. We examine the managerial activities and operational issues involved in international business. Topics focus on functional

management, including international operations, marketing, human resource management, and finance, as well as cross-cultural management.

### DETAILED COURSE SCHEDULE, 2011

Week	Date/ Time	Topic	Readings	Assignments due
1	13 & 14 July	Introduction to IBUS 212; Assessing the global environment	Chapter 1	
2	20 & 21 July	Social responsibility and ethics	Chapter 2	
3	27 & 28 July	Understanding the role of culture	Chapter 3	
Wk 3 Tutorial:		How to analyse and prepare case studies		
4	3 & 4 August	Communicating across cultures	Chapter 4	
Wk 4 Tutorial:		Practice presentations of case study		
5	10 & 11 August	Cross-cultural negotiation and decision-making	Chapter 5	
Wk 5 Tutorial:		Case to be advised		
6	17 & 18 August	Formulating strategy	Chapter 6	
	18 August	Mid-term test	Chapters 1-6	Mid-term test
Wk 6 Tutorial:		Case to be advised		
MID-TRIMESTER BREAK				
7	7 & 8 September	Global alliances and strategy implementation	Chapter 7	
Wk 7 Tutorial:		Case to be advised		
8	14 & 15 September	Organisation structure and control	Chapter 8	
Wk 8 Tutorial:		Case to be advised		
9	21 & 22 September	Staffing, Training, and compensation for global operations	Chapter 9	
10	28 & 29 September	Developing a global management cadre	Chapter 10	29 September: Individual assignment (case study analysis)
11	5 & 6 October	Motivation and leadership in MNEs	Chapter 11	
12	12 & 13 October	Review for final examination	All chapters	
17 OCTOBER – 12 NOVEMBER (INCLUSIVE) STUDY/EXAMINATION PERIOD				

### 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 environment (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-up will be through the S-cubed tutorial registration system. Further details for registration and the sign-up date will be notified on Blackboard. All students must have signed up for a tutorial by the end of Week 1. 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.**

#### **Expected Workload**

You should expect to spend 10 hours per week on independent study for this course.

Attendance at classes (including tutorials): 3 hours per week

Reading and reviewing: 4 hours per week

Assignments: 3 hours per week

#### **Readings**

**The required textbook for this paper is:**

Deresky, H. (2010). 'International Management – Managing across borders and cultures (7<sup>th</sup> 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%	29 <sup>th</sup> September
Midterm test	LO 1 – 4	15%	18 <sup>th</sup> August
Final examination	LO 1 – 4	50%	TBA

**Mid-term test:** The mid-term accounts for 15% of the assessment weighting of 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 five weeks of the course. It will cover the contents of the first five chapters of the textbook. The one-hour mid-term test is ‘closed book’.

**Final examination:** The final examination accounts for 50% of the assessment weighting of 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 to a real case scenario. 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 tenth week of the course (29<sup>th</sup> September) 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, the respective guidelines, and the marking criteria will be posted on **Blackboard**.

### SUBMISSION OF ASSIGNMENTS

- Individual assignments are due in the tenth week of the course. The latest possibility to hand in a hardcopy of the assignment is 3.00pm, 29<sup>th</sup> September.
- All work handed in must have title and topic of the assignment, your name, ID number, tutor’s name, tutorial time and room.
- 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 before the end of the semester during a tutorial or lecture unless otherwise arranged.

**Tutorials:** Tutorials will start in the third week of the trimester, and be held each week until the eighth week. The case studies for each week will be advised on blackboard by week 3. 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 second week of tutorials.

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 which will be advised on blackboard, readings and textbook chapter), and being prepared to participate in the tutorial discussion.

### **Tutorial Case Studies**

Case studies will be advised on blackboard.

#### **The Tutorial Assignment (Group Work – 10%)**

Student groups will be allocated to work together on the presentation of one of the case studies.

Each group must write a 500 word analysis of the case and prepare a presentation about the case. The written report is an issue-based analysis and written without academic references for an interested international business manager. For your written report, you are not required to provide answers to the questions at the end of the case, but rather to identify the issues in the case and make recommendations for the company.

These must focus on: 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; recommendations for the organisation/s concerned; justification for these recommendations.

The case study presentation is focussed on students linking the theories they have been taught to the case as well as providing recommendations to the organisation/s concerned and answering a question from the tutor.

The tutorial assignment serves to apply concepts from the weekly topic to a specific case study. Students will learn 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 **team mark** for the tutorial assignment (10%), as well as participation in tutorials during the trimester (5%). 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.

**Quality Assurance 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**

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 from Friday 21 October – Saturday 21 November 2011.

**Penalties**

Late assignment submissions will not be accepted. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. In other cases, five marks will be deducted (out of 100) for each day, or part day, that the assignment is late.

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: [www.vuw.ac.nz/home/studying/plagiarism.html](http://www.vuw.ac.nz/home/studying/plagiarism.html).

**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.

**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**

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*.

### **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](http://www.victoria.ac.nz/home/study).

Find out about academic progress and restricted enrolment at [www.victoria.ac.nz/home/study/academic-progress](http://www.victoria.ac.nz/home/study/academic-progress).

The University's statutes and policies are available at [www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy), except qualification statutes, which are available via the Calendar webpage at [www.victoria.ac.nz/home/study/calendar](http://www.victoria.ac.nz/home/study/calendar) (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](http://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](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/](http://www.victoria.ac.nz/st_services/mentoring/)