

Victoria Management School

**MMBA 558 INTERNATIONAL BUSINESS**

Trimester One 2012

**COURSE OUTLINE**

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**Contact Details**

**COURSE COORDINATOR**

**Associate Professor Val Lindsay**

Room: RH1101, Rutherford House

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Email: val.lindsay@vuw.ac.nz

**SENIOR ADMINISTRATOR**

**Linda Walker**

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Phone: 463 5367

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**Trimester Dates:** Monday 5 March – Friday 8 June 2012

**Withdrawal from the course:**

1. Your fees will be refunded if you withdraw from this course on or before 6 April 2012.
2. The standard last date for withdrawal from this course is 11 May 2012. 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**

Lecture: Saturday, 9.30am – 4.30pm

Venue: RHMZ05

**Class Dates:** Saturday 31 March, Saturday 5 May, Saturday 19 May, Saturday 26 May 2012.

## **Introduction**

The course will examine the international business environment in which firms operate. It will provide an overview of the strategies available to firms operating internationally, and provide an understanding of how these firms can be managed in order to leverage from international opportunities.

The course aims to provide an appropriate introduction to the broad field of international business and challenges students to think critically about current global issues and firms' responses to them.

The course builds on the study of strategic management, marketing, and macro-economics used in previous courses in the MBA programme.

The focus is on the development, use and integration of theories and concepts of international business in practical situations. Throughout the course, the emphasis is on the managerial aspects of international business situations, and exploring business solutions from an informed perspective.

The course will adopt an applied approach, and will utilise case studies and class discussion to enhance student learning and will allow for the development of a better understanding of the contemporary global environment.

In particular, the course will challenge students to think critically about issues that firms face when contemplating or conducting international business.

## **Programme and Course-related Learning Objectives**

This course will provide students opportunity:

- to develop oral, written and IT-related communication skills
  - through active participation in class discussion
  - through the development and presentation of oral and written reports,
  - through formal and informal classroom debate
- to develop critical and creative thinking skills
  - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
  - through debate and classroom discussion
- to develop leadership skills
  - through structuring independent study involving project activity, and classroom presentations
  - through leading a group exercise
  - through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class

## **Overall Course Objectives**

The course objectives include:

- examining contemporary macro-economic issues and trends, both globally and in New Zealand
- comprehending the complex interaction of global economic, financial, social, cultural, technological, political, and ecological factors acting on firms involved in, or contemplating, international business
- defining issues critical to the global operation of businesses
- understanding the managerial skills required for successful operation of business in foreign markets
- exploring the options available to firms entering international markets
- understanding the interaction between global trends and strategic business options for operating internationally
- improving competence in macro-environmental analysis and strategic decision-making as it relates to international business
- developing an ability to formulate strategies for firms engaging in international business

## Course-related Student Learning Objectives

On successful completion of the course, students should be able:

- to demonstrate an understanding of some major theoretical frameworks and concepts relevant to international business
- be able to use such frameworks to critically evaluate information and develop appropriate strategies for international business
- develop an ability to communicate recommendations related to critical analysis of international business issues and managerial responses using a specific theoretical framework
- recognise the importance of critical analysis, leadership and communication in the field of international business

## Expected Workload

Workload expectations for this course are 10 hours per session for the 8 teaching sessions of the course (see below schedule).

## Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

## Readings

The *required* textbook is: “International Business”, Charles Hill (8<sup>th</sup> edition), 2011, McGraw Hill,

Participants are also required to read the assigned readings noted in the Schedule in this course outline.

## Assessment Requirements

Assignment	Title	Weight	Date
1	Individual assignment 1	20%	Time to be assigned in class
2	Individual assignment 2 (case study)	30%	12 May
3	Group project presentation and report	15%	26 May
4	Individual assignment 3 (report from group presentation)	35%	2 June
	<b>TOTAL</b>	<b>100%</b>	

### 1. Individual Assignment 1

Date: Time assigned in class Marks: 20%

Participants will research a topic of current interest in the field of international business, present a PowerPoint presentation to the class, and address questions relating to the presentation.

### 2. Individual Assignment 2 (Case Study)

Due: 12 May Marks: 30%

Length: 2000 - 3000 words

Participants will be required to read and analyse a case study provided in the first week of class, and provide a written report, which addresses questions provided with the case study.

### **3. Group Project Presentation**

Due: 26 May Marks: 15%

Participants will work in groups of four, with two sub-groups of two participants each. The main Group will select two countries and undertake a macro-environmental analysis of each country. The Group will evaluate the attractiveness of each country from the perspective of a New Zealand firm considering entry into these countries.

The Group will provide a presentation of the analysis and evaluation, and present it to the class.

### **4. Individual Assignment 3: Report from Group Presentation**

Date: 2 June Marks: 35%

Length: 1500 words.

Each pair of participants from each group will consider one of the countries from the country analyses. Each member of the pair will write an individual assessment of the implications of the analysis for a New Zealand firm considering entry into that country.

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.

#### **Handing in assignments:**

Assignments should be e-mailed to the Course Coordinator on, or before, the due date, or handed in to the Victoria Management School Reception, Level 10 of Rutherford House.

#### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Submit all pieces of assessment.

#### **Penalties**

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

#### **Victoria MBA Grading Standards are as follows:**

Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85% and above): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.

Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

### Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

### Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

### Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

### 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.

### Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx>).

### Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

### Use of Turnitin

The following words (modified as necessary for particular circumstances) should appear in course outlines, when work submitted by students is likely to be checked by 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 identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting mis-referencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be copy- typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. 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

<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](http://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](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/>

**Te Putahi Atawhai**

**Maori and Pacific Mentoring Programme**

[http://www.victoria.ac.nz/st\\_services/tpa/index.aspx](http://www.victoria.ac.nz/st_services/tpa/index.aspx)

# MMBA 558: International Business 2012

## Session Schedule

(Please see separate Assigned Reading Schedule for additional required readings)

Date / Session	Topic	Text Readings
	<b>The International Business Environment</b>	
<b>Session 1 31 March</b>	Introduction and Overview	
	Globalization and Regional Economic Integration	1, 8
<b>Session 2 31 March</b>	Macro-environmental Factors, Institutions and Cultural Differences	2, 3
	<b>Strategies for International Business</b>	
<b>Session 3 5 May</b>	Entry Strategies and Strategic Alliances	7, 12
<b>Session 4 5 May</b>	Exporting and Importing	14, 15
<b>Session 5 19 May</b>	Outsourcing and Supply Chain integration	16
	<b>Organisation and Management of International Business</b>	
<b>Session 6 19 May</b>	Organisation for International Business	13
	Marketing for International Business	17
<b>Session 7 26 May</b>	Human Resource Management for International Business	18
	International Management Issues	
	<b>Presentations and Review</b>	
<b>Session 8 26 May</b>	Group Presentations and Review	

**MBA 558: International Business  
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**ASSIGNED READINGS SCHEDULE  
(Please see also Textbook Readings on Course Schedule)**

**Session 1**

The Economist – select two articles of interest

**Session 2**

Yu, L. (2008), The High Cost of Political Influence, *MIT Sloan Management Review*, Summer, Vol. 49, No 4, pp. 7-9.

<http://proquest.umi.com/helicon.vuw.ac.nz/pqdweb?index=0&did=1520405451&SrchMode=1&sid=1&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1235599517&clientId=7511>

Peng et al (2009), An institution-based view of international business strategy: a focus on emerging economies, *Journal of International Business Studies*, 39: 920-936,

Decker, R, Wagner, R and Scholz, S. W (2005), An Internet-based approach to environmental scanning in marketing planning, *Marketing Intelligence and Planning*, 23 (2/3): 189-199,

**Recommended reading:**

Hofstede, G. (1993), Cultural constraints in management theories, *The Executive*, 7 (1): 81-94.

<http://web.ebscohost.com/helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=113&sid=5b7bd292-8703-4384-970d-c0b8fae1ef75%40sessionmgr3>

Desai M. A. (2008), The Finance Function in a Global Corporation, *Harvard Business Review*, July – August, 108-112,

(For Group Project: Beim, G. And Levesque, M. (2006), Country Selection for New Business Venturing: A Multiple Criteria Decision Analysis, *Long Range Planning*, Vol. 39, pp. 265-293).

[http://www.sciencedirect.com/helicon.vuw.ac.nz/science?\\_ob=PublicationURL&\\_cdi=5817&\\_pubType=J&\\_acct=C000053190&\\_version=1&\\_urlVersion=0&\\_userid=1495406&md5=8955eca089204bb4bd9ad52e3b1841de&jchunk=39#39](http://www.sciencedirect.com/helicon.vuw.ac.nz/science?_ob=PublicationURL&_cdi=5817&_pubType=J&_acct=C000053190&_version=1&_urlVersion=0&_userid=1495406&md5=8955eca089204bb4bd9ad52e3b1841de&jchunk=39#39)

**Session 3**

Hughes, J. and Weiss, J. (2007), Simple Rules for Making Alliances Work, *Harvard Business Review*, November, pp. 122-131.

<http://web.ebscohost.com/helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=117&sid=ba2fa904-5401-4829-889b-92f2d432816c%40sessionmgr108>

Prashantham, S. and Birkinshaw, J. (2008) Dancing with Gorillas: How Small Companies Can Partner Effectively with MNCs, *California Management Review*, Vol. 51, No. 1, pp. 6-23.

<http://web.ebscohost.com/helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=3&sid=a3ed4323-df69-4ecd-b448-94ca6b21dfd7%40sessionmgr108>

**Session 4**

Leonidou, L. C., Katsikeas, C. S., Palihawadana, D. And Spyropoulou, S. (2007), An Analytical Review of the Factors Stimulating Smaller Firms to Export: Implications for Policy-makers, *International Marketing Review*, Vol. 24, No. 6, pp 735-770.

<http://proquest.umi.com/helicon.vuw.ac.nz/pqdweb?index=0&did=1377064171&SrchMode=3&sid=1&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1235605286&clientId=7511&aid=2>



Isenberg, D. J. (2008), The Global Entrepreneur, *Harvard Business Review*, December, pp. 107-111.  
<http://web.ebscohost.com/helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=7&sid=73cfcb86-44eb-4ef8-ab58-5453c12c7537%40sessionmgr3>

### **Session 5**

Baraldi, E. (2008), Strategy in Industrial Networks: Experiences from IKEA, *California Management Review*, Vol. 50, No. 4, pp. 99-126.

<http://web.ebscohost.com/helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=115&sid=ecb505f7-fd32-4cd1-ae0b-268e9be447a0%40sessionmgr102>

Leonidou, L. C., Katsikeas, C. S. and Samiee, S. (2002), Marketing Strategy Determinants of Export Performance: A Meta-analysis, *Journal of Business Research*, Vol. 55, pp. 51-67.

[http://www.sciencedirect.com/helicon.vuw.ac.nz/science?\\_ob=PublicationURL&\\_tockey=%23TOC%235850%232002%23999449998%23274865%23FLA%23&\\_cdi=5850&\\_pubType=J&\\_auth=y&\\_acct=C00053190&\\_version=1&\\_urlVersion=0&\\_userid=1495406&md5=fd5b0bcee97314e87c8829a7c1128433](http://www.sciencedirect.com/helicon.vuw.ac.nz/science?_ob=PublicationURL&_tockey=%23TOC%235850%232002%23999449998%23274865%23FLA%23&_cdi=5850&_pubType=J&_auth=y&_acct=C00053190&_version=1&_urlVersion=0&_userid=1495406&md5=fd5b0bcee97314e87c8829a7c1128433)

Ghemawat, P and Hout T. (2008), Tomorrow's Global Giants; Not the Usual Suspects, *Harvard Business Review*, November, 80-88.

<http://web.ebscohost.com/helicon.vuw.ac.nz/ehost/pdfviewer/pdfviewer?vid=1&hid=101&sid=e2dd8b75-8e38-4638-9c42-4711b22689ad%40sessionmgr111>

### **Session 6**

Nohria, N. (2009), From Regional Star to Global Leader, *Harvard Business Review*, January, pp. 33-39.

<http://web.ebscohost.com/helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=104&sid=27b0c78d-6981-4f82-94f7-0c9287cfa667%40sessionmgr109>

Grant, E. A. (2008), How to Retain Talent in India, *MIT Sloan Management Review*, Fall, pp. 5-7.

<http://proquest.umi.com/helicon.vuw.ac.nz/pqdweb?index=7&did=1570723461&SrchMode=3&sid=1&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1235599632&clientId=7511&aid=1>

Ready, D. A. And Conger, J. A. (2007), Make Your Company a Talent Factory, *Harvard Business Review*, June, pp. 69-77.

<http://web.ebscohost.com/helicon.vuw.ac.nz/ehost/pdf?vid=3&hid=106&sid=27b0c78d-6981-4f82-94f7-0c9287cfa667%40sessionmgr109>

### **Session 7**

Baruch, Y., Altman, Y. And Adler, N. J. (2009), Guest Editors' Note: Introduction to the Special Issue, *Human Resource Management*, Vol. 48, No. 1, pp. 1-4.

<http://www3.interscience.wiley.com/helicon.vuw.ac.nz/cgi-bin/fulltext/121662321/PDFSTART>

Tungli, Z. and Peiperl, M. (2009), Expatriate Practices in German, Japanese, UK, and US Multinational Companies: A Comparative Survey of Changes, *Human Resource Management*, Vol. 48, No. 1, pp. 153-171.

<http://www3.interscience.wiley.com/helicon.vuw.ac.nz/cgi-bin/fulltext/121662330/PDFSTART>