

School of Marketing and International Business

## **IBUS 212 INTERNATIONAL MANAGEMENT**

Trimester 3, 2014

### **COURSE OUTLINE**

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

**Course Coordinator:** Dr Hongzhi Gao Telephone: (04) 463 6914  
Room 1125, Rutherford House  
Email: [hongzhi.gao@vuw.ac.nz](mailto:hongzhi.gao@vuw.ac.nz)  
Staff webpage: <http://www.victoria.ac.nz/smib/staff/hongzhi-gao.aspx>  
Office Hours: by appointment

**Course Administrator:** Katrina Walsh Telephone: (04) 463 5723  
RH 1121, Rutherford House  
Email: [katrina.walsh@vuw.ac.nz](mailto:katrina.walsh@vuw.ac.nz)  
Office Hours: Monday to Friday 9:00am – 4:00pm  
Contact Katrina for questions regarding assignment submission, extensions and penalties, plus any course administration inquiries.

#### **Trimester Dates**

Teaching Period: Monday 17 November – Friday 12 December  
Study and Examination Period: Monday 15 December – Friday 19 December

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before one full week after the first class.
2. The standard last date for withdrawal from this course is 10 December 2014.

After the last date stated in #2, 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: Tuesday, Wednesday and Friday, 9.30 – 11.20, Government Buildings GBLT2

## **Course Delivery**

The course will include a range of learning opportunities, including lectures, case discussions, role-plays, and other experiential exercises. The purpose of these experiences is to foster a culture of applied learning which encourages students to apply theory/concepts to real life business scenarios. The first part of the lecture will be focused on theory, concepts and the broader international business environments in which those concepts can be applied. The second part of the class will be focused on class discussion. Students are expected to take an active role in class discussion. To best achieve the learning objectives, students are required to read the chapters and cases covered in each lecture prior to the lecture. It is the student's responsibility to keep updated with any announcements, instructions or course changes via Blackboard and registered student emails.

## **Expected Workload**

You should expect to spend 150 hours on this course.

Attendance (classes):	24 hours
Reading and reviewing:	36 hours
Assignments:	60 hours
Exam Preparation:	30 Hours

It is very important that you review the relevant chapters of the textbook prior to the lecture as this is a fast-paced course, covering much material.

## **Prescription**

An examination of 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.

## **Course Learning Objectives**

This is an introductory course in international management, designed to provide students with the foundations for continuing your study towards a degree in international business. The course offers a comprehensive understanding of the management issues facing firms in international markets. Key to learning at this level is the acquisition, application and reflection of basic knowledge in international management.

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

- 1 Apply and critique concepts relating to the main areas of international management concepts namely strategy, culture, organisational behaviour and human resource management in international context;
- 2 Analyse international management knowledge, theories and concepts;
- 3 Apply analytical tools and managerial principles to case studies of firms operating in the international business.

## **Course Content**

The course examines the managerial activities and operational issues involved in international business. Topics focus on main areas of international management including cross-cultural management, international operations, organisational behaviour and human resource management.

The detailed course schedule is given below. Any changes in the schedule will be communicated through Blackboard.

Week	Class	Topics and Chapters (Luthans & Doh, 2012)	Case Discussion (Luthans & Doh, 2012)
1	Tuesday 18 Nov	Introduction to International Management (Ch 1, 2) ; Ethics and Social Responsibility (Ch 3)	*Here Comes the Competition *A Chinese Venture *Colgate's Distasteful Toothpaste
1	Wednesday 19 Nov	Managing Across Cultures (Ch 4, 5)	* A Jumping-Off Place * Beijing, Here We Come
1	Friday 21 Nov	Organisational Cultures and Diversity (Ch 6)	* A Good-Faith Effort is Needed
2	Tuesday 25 Nov	Cross-Cultural Communication and Negotiation (Ch7)	* Foreign or Domestic? ** Coca-Cola in India
2	Wednesday 26 Nov	Strategy Formulation and Implementation (Ch 8)	* Go East, Young People, Go East ** Can Sony Regain its Innovative Edge? The OLED Project
2	Friday 28 Nov	Entry Strategies and Organizational Structures (Ch 9)	* Getting In on the Ground Floor ** Danone's Wrangle with Wahaha
3	Tuesday 2 Dec	Managing Political Risk, Government Relations and Alliances (Ch 10)	* Rushing into Russia ** Microsoft Opens the Gates: Patent, Piracy and political challenges in China
3	Wednesday 3 Dec	Management Decision and Control (Ch 11)	* Expansion Plans *** The Ascendance of AirAsia: Building a Successful Budget Airline in Asia
3	Friday 5 Dec	Motivation Across Cultures (Ch 12)	* Motivation is the Key ** The Road to Hell
4	Tuesday 9 Dec	Leadership Across Cultures (Ch 13)	* One Offer from Down Under
4	Wednesday 10 Dec	Human Resource Selection and Development Across Cultures (Ch 14)	*** Chiquita's Global Turnaround
5	Tuesday 16 Dec	Course Review and Looking Forward	

## **Readings**

### **Prescribed Textbook**

Luthans, F. and Doh J.P. (2012). *International Management: Culture, Strategy, and Behavior*. 8<sup>th</sup> Edition, McGraw-Hill Irwin.

The textbook is available at Pipitea VicBook Shop. It is also accessible via the Commerce library closed reserve.

### **Materials and Equipment**

The textbook provides a basic source for acquiring relevant information and knowledge in this course. However, students are encouraged to use additional sources of information and knowledge including academic journals and books, and resources available on the web (company websites, newspaper websites, business media sites, and library databases).

## Assessment

The course will be assessed on the basis of 50% coursework plus 50% final exam. A description of each piece of assessment is listed below.

Assessment	Learning Objectives	Weight	Length/Time	Due Date
Individual Research Assignment Part 1 (Foreign market entry strategy)	1 – 3	25%	1500 words	Thursday 4 December 2 pm
Individual Research Assignment Part 2 (Organisational strategy in a foreign market)	1 – 3	25%	2000 words	Wednesday 17 December 2 pm
Final examination	1 – 3	50%	2 hours	Friday 19 December 14.30-16.30

### **Individual Research Assignment (Foreign entry strategy; two parts, 25% each part, 50% in total)**

Each student will prepare two parts of one research assignment (due at different times), including recommendations for a real-life company's overall entry and organisational strategy into a foreign market. The first part of the assignment, worth 25% of the total grade, should include attention to the entry strategies the company should advance, including potential alliances with local firms, and the ethical and cultural challenges in partnership/business negotiation in a selected foreign market. The second part includes a discussion of organisational structures, management decision-making principles, motivation and leadership challenges/solutions associated with the foreign market entry.

In both parts of the report, the student should integrate the readings and cases for the course in the context of the actions of a specific firm in the chosen foreign market. The first part of the assignment is approximately 1500 words (excluding references). The second part of the assignment is approximately 2000 words (excluding references).

More detailed information about the structure of each part of the individual assignment will be discussed in the first lecture and also posted on Blackboard.

### **Submission of the Assignment**

- a) You must hand in one hard copy of the first part of the individual assignment with the signed cover sheet (which can be downloaded on Blackboard) at the IBUS 212 assignment box on the Mezzanine Floor of Rutherford House before 2pm 4 December. The second part of the individual assignment must be handed in with the signed coversheet at the same assignment box before 2pm 17 December. You should include the word count at the end of your assignment. You are also required to submit an electronic copy of each part of the assignment via Turnitin on Blackboard before the same submission deadline for each part of the assignment.
- b) Extensions for submission must be applied 3 days before the deadline. Approval can only be given under special circumstances as set out in the student assessment handbook.

## **Penalties**

Assignments received within 24 hours after the deadline will have 10% deducted from the available grade. Assignments received 24 hours later than the deadline will not be marked and no grade will be given unless a prior approval is given by the Course Coordinator or the student provides an acceptable reason (e.g. medical certificate).

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 of others' work in addition to your own previous work. You are strongly advised to consult the **Academic Integrity and Plagiarism** policy website.

## **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 submitted to Turnitin. A copy of submitted materials will be retained 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.

## **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 on Friday 19 December 2014.

## **Mandatory Course Requirements**

In addition to obtaining an overall course mark of 50 or better, students must obtain a minimum mark of 40% in the final examination.

If you cannot complete an assignment or sit a test or examination, refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

## **Communication of Additional Information**

Any additional information or changes regarding this course will be communicated via Blackboard and student email addresses. Please check Blackboard and your student email frequently.

## **Student feedback**

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

## **Link to general information**

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

**Note to Students**

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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