Unit Outline*

MGMT8505

International Management

MBA
Trimester 3, 2011
Crawley

Professor Roger Smith

Business School
www.business.uwa.edu.au

* This Unit Outline should be read in conjunction with the Business School Unit Outline Supplement available on the Current Students web site http://www.business.uwa.edu.au/students
UNIT DESCRIPTION

Introduction

Welcome to this unit which I am sure you will find interesting and useful given that business and management is now firmly established as an international activity. As the unit coordinator and lecturer I have overall responsibility for the running of the unit.

I have a PhD from Bath University in the UK, an MBA from the University of Saskatchewan in Saskatoon, Canada, and initially graduated from UWA with a Science degree and Diploma in Education. In addition I am a Certified Management Consultant, a Fellow of the Australian Institute of Management Consultants and a Fellow of the Asian Forum on Business Education. My career has been extensive and has included fifteen years in the chemical and mining industries in Australia and Canada in the areas of production management, systems analysis and training and development. I also spent six years after my industrial work as a university lecturer specialising in organisational analysis, design and development, corporate planning and human resource management.

For the period 1982-1998 I worked as a management consultant and I’m still a Director of Intrain, a Perth based consulting and training business. As well as consulting to a number of local organisations I worked on many overseas projects in Indonesia, Nepal, Malaysia, Sri Lanka, Thailand, Fiji and Mauritius either in the private sector or with UNDP, ILO, AusAID or the World Bank (IBRD). I have also jointly owned and operated a private education export business in WA.

My text on management consulting, "Mind for Hire", and an earlier book, "Maxims for Managers" followed two co-authored books, "The Jindalee Factor" and "From Black Hole to Blue Sky" which examined entrepreneurial behaviour in Western Australia. I am currently working on a practical guide for managers on "Going Global" and I’ve produced a set of class readings for students called “Management Allsorts” which I use for this unit. In 2009 the Business School awarded me a Citation for Outstanding Contributions to Student Learning.

Unit content

International Management is an introductory unit dealing with the globalisation of business and the management of those businesses. The focus is on those business activities that cross national boundaries including movements of goods, services, capital, personnel and technology. The unit presents conceptual frameworks for the analysis of international business management problems and issues encountered by multinational corporations as well as small and medium-sized enterprises engaged in importing, exporting and other forms of international business such as FDI.

This includes such topics as the interaction of international business firms with host country economic, political, social and cultural environments; political and business risk analysis; formation and management of international joint ventures and wholly owned subsidiaries; multi-national organisation structure and design; formulation of global business strategies, policies and planning and control systems; the characteristics of international managers and their selection, training and career management; the management of expatriate and foreign workforces; ethics and international business.

The goal of the unit

The unit goal is to help you develop an understanding of international management, the people who conduct business internationally and the various factors that impact on international operations – culture and business processes, strategy, organisational design, people management and ethics. The unit adds a global dimension to the other units studied in the MBA.
Learning outcomes

At the completion of this Unit, students should be able to:

1. Explain the 'what', 'why' and 'how' of the internationalisation process and the impact of this process on international trade and business.

2. Discuss the major strategic, organisational and operational issues facing managers in companies with international operations and explain how these issues affect stakeholders, management processes and results.

3. Explain the impact that cultural and ethical differences have upon individual, organisational and management behaviour in international enterprises.

4. Discuss how the various functional tasks are integrated to achieve objectives in international enterprise operation.

5. Examine case studies involving international enterprise operation and analyse them in order to identify problems and opportunities they have faced and the effectiveness of their responses to them.

6. Produce written evidence in the form of a major report that indicates their understanding of at least one significant aspect of international management.

7. Work in an international enterprise, or in an environment that includes international enterprises, with an understanding of the complexities involved and with basic knowledge of what to expect in terms of management behaviour.

The unit has been structured with the following principles in mind.

- Clearly expressed objectives that reflect the unit content.
- An emphasis on learning rather than teaching and on learning from each other.
- Whilst I determine content, students determine the manner of communication to which they will respond most positively. I do not have all the answers in regard to managing internationally!!
- Considerable scope for student participation and activity in a supportive environment where a touch of humour is not considered unseemly.
- Opportunity for students to work both independently and in groups at more or less their own pace.
- Final assessment based on an accumulation of marks from a variety of sources.

It should be noted that failure to understand material at first contact is no great concern—uncertainty, tentativeness and questioning are acceptable initial responses in regard to unit content and presentation. Active response in some form is more desirable than passive acceptance. If you are a very active participant please ease up occasionally to let others have their say. Everyone has something of value to contribute and active participation in discussions, cases and exercises is expected.

You can probably pass this unit with a minimum of work providing you follow this guide, scan the written material, turn up for classes and listen and submit assignments that just satisfy the requirements. However, if you want at least a distinction accompanied by a thorough understanding of the unit, then you should take the following steps:

- Get ahead with your reading and prepare summaries of what you read.
- Plan/start assignments well ahead of time and allow time for final polishing and editing. Submit them when they are due or you lose marks unless you have a very sound case for late submission. Referencing is vital and you MUST use the Harvard system.
• When working in a group, pitch in and do your bit.
• Check the marking criteria for each assignment so you are clear about what I want.
• If you have any doubts about anything relating to the unit, ask me – do not make assumptions.

The unit content and schedule is based mainly on the text and will cover the following topics:

**Topic 1:** Introductory Session. An orientation to management and the unit - its content, method and assessment procedures.

**Topic 2:** International Trade and Business Overview. Includes the introduction to the text and material presented by the lecturer.

**Topic 3:** The Global Manager, Culture, Intercultural Effectiveness and Global Teams. Covered in the Text Chapters 1-4.


**Topic 5:** Social Responsibility, Law and Ethics. Covered in the Text Chapters 8-9.

**Educational principles and graduate attributes**

In this unit, you will be encouraged and facilitated to develop the ability and desire to:

• Adapt acquired knowledge to new situations;
• Acquire the skills needed to embrace rapidly-changing technologies in a global environment;
• Undertake problem identification, analysis and solution generation;
• Question accepted wisdom and be open to new ideas and possibilities;
• Work independently and in a team;
• Acquire cross-cultural and other competencies to take a citizenship and leadership role in the local, national or international community.
TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies
This unit uses a number of different methods in order to accommodate the differing learning behaviours of individual students. Lectures, articles, case studies, videos, incident studies and guided discussion provide the variety of experiences needed to understand the complexities of international management and the wide choice of information sources available to those who want to study the topic in more detail. While some methods may not appeal to you, you should be prepared to participate in each of them in order to not lose the learning opportunities inherent in their use. Do not let teaching style or method inhibit your chances to absorb the substance of the unit.

Teaching and learning evaluation
You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Students’ Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

Attendance
Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process, therefore it is important that you attend classes. More formally, the University regulations state that ‘to complete a course or unit students shall attend prescribed classes, lectures, seminars and tutorials’. Where a student, due to exceptional circumstances, is unable to attend a scheduled class, they are required to obtain prior approval of the unit coordinator to be absent from that class. Any student absent from class without having had such absence approved by the unit coordinator may be referred to the faculty for advice and may be required to withdraw from the unit.

CONTACT DETAILS
We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

<table>
<thead>
<tr>
<th>Unit coordinator/lecturer</th>
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<tr>
<td><strong>Name:</strong> Professor Roger Smith</td>
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<tr>
<td><strong>Email:</strong> <a href="mailto:roger.smith@uwa.edu.au">roger.smith@uwa.edu.au</a></td>
</tr>
<tr>
<td><strong>Phone:</strong> 6488 1441</td>
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<tr>
<td><strong>Consultation hours:</strong> In class or as requested</td>
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<td><strong>Lecture times:</strong> Thursdays, 6.00pm – 9.00pm</td>
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<tr>
<td><strong>Lecture venue:</strong> BUSN:142 Sir Rod Eddington Case Study Room</td>
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TEXTBOOK(S) AND RESOURCES

Unit website
http://www.webct.uwa.edu.au

Recommended/required text(s)


(The text and Management Allsorts available from the Coop Bookshop.)

Some other Texts: For additional/alternative information


(International Business resources on the web - http://ciber.bus.msu.edu/busres.htm)

Note: This unit outline, the text and Management Allsorts need to be brought to every class session.

Useful websites:
Many web sites are listed or noted in the text but the following are helpful general sites:

Asia Pacific Forum – www.mcb.co.uk/apmforum/nethome.htm
IMD (Lausanne) – www.imd.ch/wcy.html
Academy of International Business – http://aib.msu.edu/
World Trade Organisation – www.wto.org
Ernst Young, country information – www.eyi.com
East Asia Analytical Unit (DFAT)- www.dfat.gov.au/eaau
Austrade – www.austrade.gov.au
Ausindustry – www.business.gov.au
UNIT SCHEDULE

Overview

Before the first class please read the summary of “Writers on Organisation” commencing on page 244 of Management Allsorts. It gives an excellent overview into the thoughts and theories of early researchers and practitioners of management and organisations. You should recognise after this that much of what is now written in modern texts is old wine in new bottles!!

The class each Thursday will run from 6.00pm until 9.00pm. About equal time will be given to a consideration of text, readings and handout material and practical application via text case studies and, where appropriate, videos.

It will be impossible to deal adequately with all the text material for each module in any detail but students must at least read material assigned each week, particularly the case studies and readings.

The agenda for most class sessions will follow the pattern shown below (approximately):

1. Discussion of assigned reading material – text theory and cases.
2. Discussion of any handout material given in a class session.
3. Lecturer presentation (ppt hard copy will be issued).
4. Small group or class consideration of assigned case study.

(Guest speaker/video spots scheduled on occasion)
Schedule

Week 1.  1/9/11

TOPIC 1  Unit Introduction

- Course and personal introductions/registration
- Discussion of unit outline, lecturer and student duties and responsibilities and assessment procedures.
- Organisation models: theory and practice:
  - What is “Management”? “International Management”? “International Business”?
  - Chronology of management thought
  - Discussion of “Writers on Organisation”
  - Problem solving/working with Case Studies
  - Self formation of groups (ideal 4, max 5) for group case work
    (group membership must be notified to the lecturer by 17 September at latest)
- Mini case study (Malaysian Adventure- attached to this outline)

(Management Allsorts readings –
Maps, Myths and Methods: page 1 – be prepared to discuss this article
Koestler the Catalyst: page 19
Thinking and Problem Solving: page 215
Putting Management into Context and Practice: page 201
Conceptual Foundations of Business: page 272)

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Week 2.  8/9/11

TOPIC 2 - International Trade and Business Overview

- Lecture on International Trade and Business
- Effects of FDI: Impact of MNC’s
- Discussion on text introduction (assigned reading)
- Video – Intrepid Travel
- Group Case Study – Text case 1, Page 119– Monsanto Europe (assigned reading))

(Management Allsorts readings –
The Implications for Australian Business of China’s WTO Entry: page 83 – be prepared to discuss this article
Investing in Asia is Difficult but Necessary: page 160
Asia and the Economic Meltdown: page 309)

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Week 3. 15/9/11

TOPIC 3 – The Global Manager, Culture, Intercultural Effectiveness, Global Teams

- Lecture on the global manager
- Discussion of Text chapter 1 (assigned reading)
- Group Case Study – Text case 4, Page 153 – Charles Foster Sends an Email (assigned reading)

(Management Allsorts readings -
The Application Dilemma - A Sceptic's Perspective: page 71. Be prepared to discuss this article
Management by Obstruction: page 162
The Leadership Conundrum: page 167
Educating the Metamanager: page 114
Cutting into Management with Ockham’s Razor: page 212
Maverick: page 306
The Rise and Fall of the British Manager: page 336)

Week 4. 22/9/11

TOPIC 3 – Continued

- Lecture on culture
- Discussion of Text chapters 2, 3 and 4 (assigned reading)
- The GLOBE Project
- Group Case Study – Text case 9, Page 295 – Ellen Moore (assigned reading)
- Video: Management in Chinese Culture

(Management Allsorts readings –
Consulting Across National Boundaries: page 12 – be prepared to discuss this article
Consulting Culture and Situational Fit: page 31
Organisational Culture as Paradigm: page 107
Cultural Compromise: page 129
The Closing of the American Mind: page 296
Is Australia an Asian Country: page 301)

Week 5. 29/9/11

TOPIC 4 – Strategy, Structure, Operations, HR Systems and Political Risk

- Lecture on Strategy and Risk
- Discussion on Text Chapter 5 (assigned reading)
- Group Case Study – Text case 6, Page 252 – Global Multi-Products Chile (assigned reading)

(Management Allsorts readings –
The Role of Policy: page 164
Diffusion Management: page 172
Strategic Planning Review: page 179
The Third Wave and its Implications: page 304
The Means End Quandary: page 121 – be prepared to discuss this article)
**Week 6. 6/10/11**

**TOPIC 4 – Continued**

- Lecture on Organisation and Management
- Discussion on handout of international functional activities
- Group Case Study – Text case 5, Page 157 – The Leo Burnett Company (assigned reading)

(Management Allsorts readings –
Technophilia: page 56
**The Organisation’s Underworld:** page 137 – be prepared to discuss this article
Blunders in International Business: page 288
The Little Red Book of Business: page 374)

**Week 7. 13/10/11**

**TOPIC 4 – Continued**

- Lecture on HRM
- Discussion on Text pages 204 - 214 (assigned reading)
- Class Exercise - Who to Hire (to be distributed)

(Management Allsorts readings –
**Smoke and Mirrors:** page 45 – be prepared to discuss this article
Buying EQ and SQ: page 97
Executive Workplace Performance Mentoring: page 159
Punished by Rewards: page 221
The American Idea of Success: page 331
Effective Teambuilding: page 346)

**Week 8 20/10/11**

Guest Speaker
Group Case Study – Text case 6, Page 252 – Blue Ridge Spain (assigned reading)

(Management Allsorts readings -
Maintaining Social Order: page 302
**Cultured Response to Disparities:** page 311 – be prepared to discuss this extract
The General in his Labyrinth: page 314
Organisational Culture and Leadership: 349
Cross Cultural Communication and the Trainer: 352)
Week 9. 27/10/11

TOPIC 5 – Social Responsibility, Law and Ethics

- Lecture on Law and Ethics
- Discussion of Text pages 423 – 443 (assigned reading)
- Group Case Study – Text case 10 – NES China (assigned reading)

(Management Allsorts readings –
Lila: an Enquiry into Morals: page 361
Bribery or Facilitation: page 166
Values in Tension: page 369 – be prepared to discuss this article
Brief Introduction to Law and Ethics: page 376)

Week 10. 3/11/11

- Lecture on the future of international management

- case study – TBA
- video The Corporation
- Summary of unit
- Discussion of exam and requirements

Week 11. 10/11/11

Individual comments on essays

Week 12. 17/11/11

IN CLASS EXAM
The purpose of assessment

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

Assessment mechanism summary

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<tr>
<th>Component</th>
<th>Weight</th>
<th>Due Date</th>
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<tr>
<td>1. Participation</td>
<td>10%</td>
<td>At class end</td>
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<tr>
<td>2. Team Project Report</td>
<td>25%</td>
<td>12.00pm on 27/10/11 via UniPrint</td>
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<tr>
<td>3. Major Essay</td>
<td>25%</td>
<td>12.00pm on 27/10/11 via UniPrint</td>
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<td>4. In Class Exam</td>
<td>40%</td>
<td>17/11/11</td>
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Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the unit.

Assessment components

Assessment item # 1- Participation (10%)

Your mark will be the result of my assessments of your relevant contributions to class discussions and your comment in week 11 on your individual essay.

Your comment must occupy no more than 3 minutes and address two areas:
  i) The title of your topic and why you chose it;
  ii) The main message you gained, in relation to international management, from tackling the topic.

Assessment item # 2- Team Project Report (25%)

Team written report on an integrative project. The details of the project will be issued in class in the first session. Study teams for this assessment item will be self-formed and will consist of 4-5 students.

(The mark will be based on the team’s comprehension of the situation, the use and analysis of evidence and logic to justify conclusions and the persuasiveness and readability of writing.

Due date: 27/10/11

Maximum Mark: 25% (team mark)

There is an expectation that all team members will contribute about equally to the preparation and production of case answers to obtain the common team mark and a statement signed by each team member on each submission should indicate that this is accepted. The report length should be about 2,500 words excluding appendices and executive summary.

If this is not the case and agreement cannot be reached then the lecturer should be informed and the situation will be resolved in consultation with the team.
**Assessment item # 3- Major Essay (25%)**

Preparation of an essay paper based on research on a topic or question chosen from those listed at the end of this guide.

This major paper should be about 3,000 words in length, excluding the reference list and any appendices. All sources must be properly referenced (using the Harvard system) – internet included. At least 12 - 15 credible sources should be accessed to support your argument. **Criteria for marking are indicated on the attached assignment marking guide.** Note that Wikepedia is not an academically credible source. Internet sources are acceptable provided it is clear who wrote the information or, if no author is shown, where in the site you obtained the information so I can check the detail. **The best references are academic journals sourced via the UWA library.** I can supply a starter book and article list to anyone who needs some preliminary guidance.

**Due date: 10/11/11**

**Maximum mark 25% (individual mark)**

**Assessment item # 4- Final Exam (40%)**

The final exam will be composed of two sections – A) 4 short answer questions and B) one question on a case study in international management.

In section A there will be one question from each of the four parts of the text.

Your answers will need to demonstrate that you have a good grasp of the theoretical material covered during the course as well as evidence that you understand and appreciate the practical aspects of the case. **Exam time will be 2 hours plus 10 minutes reading time. (It is an open book in class exam.)**

**Maximum mark : 40% (individual mark)**

**Submission of assignments**

Submit your team project report and major essay assignments in an electronic format by going to the Uniprint web site www.uniprint.uwa.edu.au , then click on “Student Assignments” and follow the instructions.

Late assignments will attract a penalty of 5% per day. I will waive this penalty only in exceptional circumstances. No marks will be awarded to assignments submitted after other students in the class have had their assignments returned.

It is the intention that the marked assignments will be returned within two weeks of submission.

**Student Guild**

Phone: (+61 8) 6488 2295
Facsimile: (+61 8) 6488 1041
E-mail: enquiries@guild.uwa.edu.au
Website: http://www.guild.uwa.edu.au

**Charter of Student Rights and Responsibilities**


**Appeals against academic assessment**

The University provides the opportunity for students to lodge an appeal against assessment results and/or progress status (refer http://www.secretariat.uwa.edu.au/home/policies/appeals ).
ANNEXURES

Major Essay Topic

You must decide on a topic that reflects what we have studied in the field of International Management and give your essay an appropriate title.

You should pick a topic that is interesting to you and from which you can gain fresh information and insights that add value to your study of the subject.

Without being restrictive but to give you some idea of areas from which you could decide on a particular topic the following list may be helpful.

- Cultural frameworks
- Foreign Direct Investment
- Women in international management
- Joint ventures and their operation
- SME’s in international business.
- Ethical issues for international managers
- International human resource management
- Countertrade
- Western versus Eastern business practices
- Political risk
- Government and international business
- Strategic planning
- Cultural relativism
- Environmental scanning
- Trade agreements
- Selection and training of international managers
- International business structures
- Global virtual teams
- Multinational corporations
- Anti globalisation organisations
- Wholly foreign owned enterprises
- Direction and control of foreign ventures
Mini Case for Session 1.

A Malaysian Adventure.

An Australian team was negotiating in KL, trying to set up a deal with a Chinese family business in Malaysia. The company was informally structured, and the organisational chart they were shown was obviously inaccurate. For instance, the second son was titled Finance manager, but spent most of his time in marketing. Finance was the responsibility of a sister-in-law, whose name did not appear on the chart. Never-the-less, the president of the Malaysian company, first son of the late founder, impressed his visitors with his obvious sincerity and determination to reach a settlement. After three days, an informal agreement was reached and the young man announced that after sorting out a few last details, he would sign the deal, probably in the next 24 hours.

The Australians congratulated themselves on concluding so rapidly. They looked forward to the opportunity to discuss further collaboration. But for the next two days they heard nothing from the young president and telephone calls failed to reach him.

Then the younger brother appeared. He greatly regretted that no deal could be made. Their widowed mother had refused her eldest son permission to sign. The Australians had neither seen nor heard of the lady before.

They discovered that she held no office in the company. However, her family authority translated into absolute right of veto over the company's business.

Questions
1. Obviously the Australians were disappointed? What relationship had they expected to create with the Malaysians? Why did they have these expectations?

2. Why did the younger brother deliver the message and not the older brother?

3. How should you respond to the younger brother's announcement - assuming you still want to collaborate?

4. How could the Australians have protected themselves against their disappointment?

5. What implications does this case have for international management?
ASSIGNMENT MARKING SHEET

ASSIGNMENT/ESSAY:
Total marks available for this assignment/essay:
SUBMISSION BY:

RESULTS:
A. General Presentation

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Marks for A =

B. Content

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Marks for B =

Total Marks, A + B = Percentage = %

Final Mark:
(Note: maximum marks = 55)
(50 if no appendices)