

Unit Outline
MGMT3001 International Management
Semester 1, 2016

Unit study package code:	MGMT3001
Mode of study:	Internal
Tuition pattern summary:	Note: For any specific variations to this tuition pattern and for precise information refer to the Learning Activities section. Online Class: 1 x 1 Hours Weekly Workshop: 1 x 2 Hours Weekly This unit does not have a fieldwork component.
Credit Value:	25.0
Pre-requisite units:	10848 (v.0) Management 100 or any previous version <i>OR</i> MGMT1000 (v.0) Fundamentals of Management or any previous version
Co-requisite units:	Nil
Anti-requisite units:	Nil
Result type:	Grade/Mark
Approved incidental fees:	Information about approved incidental fees can be obtained from our website. Visit fees.curtin.edu.au/incidental_fees.cfm for details.
Unit coordinator:	Title: Dr Name: Forest Li Phone: +618 9266 1340 Email: jjzhong.li@curtin.edu.au Location: Building: 408 - Room: 3006A Consultation times: Refer to Blackboard site
Teaching Staff:	

Administrative contact:	Name: Claire Loh Phone: Please email Email: CBSManTeachingSupport@curtin.edu.au Location: Building: 408 - Room: Please email
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Learning Management System: [Blackboard](http://lms.curtin.edu.au) (lms.curtin.edu.au)

Acknowledgement of Country

We respectfully acknowledge the Indigenous Elders, custodians, their descendants and kin of this land past and present.

Syllabus

This unit acquaints students with current international management theory and practice, encouraging interest and enthusiasm for an international business career. It provides students with an introduction to methodologies for studying management from a comparative perspective, and highlights the emerging issues for an international manager. The practical issues of adaptation needed in cross-cultural or cross-national managerial interfaces are considered extensively and students learn to analyse management problems and generate solutions to real-life issues and problems.









Introduction

Welcome to International Management. The unit is vital for students interested in a career in international business and is designed to assist their appreciation and understanding of the importance of cross-cultural issues in doing business across various national contexts.










Unit Learning Outcomes

All graduates of Curtin University achieve a set of nine graduate attributes during their course of study. These tell an employer that, through your studies, you have acquired discipline knowledge and a range of other skills and attributes which employers say would be useful in a professional setting. Each unit in your course addresses the graduate attributes through a clearly identified set of learning outcomes. They form a vital part in the process referred to as assurance of learning. The learning outcomes tell you what you are expected to know, understand or be able to do in order to be successful in this unit. Each assessment for this unit is carefully designed to test your achievement of one or more of the unit learning outcomes. On successfully completing all of the assessments you will have achieved all of these learning outcomes.

Your course has been designed so that on graduating we can say you will have achieved all of Curtin's Graduate Attributes through the assurance of learning process in each unit.

On successful completion of this unit students can:		Graduate Attributes addressed
1	Identify and explain the key factors that shape management approaches in international organisations	 
2	Apply relevant concepts and theories to analysing and solving international management problems and issues	 
3	Analyse the importance of external disciplines in relation to international management (e.g. economics, geography, history, languages, law, and political science)	 
4	Develop cross-cultural skills and awareness and apply these to oral presentations and seminar interactions	 

Curtin's Graduate Attributes

	Apply discipline knowledge		Thinking skills (use analytical skills to solve problems)		Information skills (confidence to investigate new ideas)
	Communication skills		Technology skills		Learning how to learn (apply principles learnt to new situations) (confidence to tackle unfamiliar problems)
	International perspective (value the perspectives of others)		Cultural understanding (value the perspectives of others)		Professional Skills (work independently and as a team) (plan own work)

Find out more about Curtin's Graduate attributes at the Office of Teaching & Learning website: ctl.curtin.edu.au

Learning Activities

Students are provided with a solid theoretical, practical and integrated understanding of the core international management paradigms relevant to contemporary organisations. The unit is delivered as a one hour online e-lecture (slides with audio commentary) and a two hour face-to-face workshop in a collaborative teaching space to maximise student engagement, interaction and participation. The e-lecture provides the theoretical basis and understanding of the international management concepts and students are expected to listen to the e-lecture before attending the workshop. The workshop provides an opportunity for students to apply and discuss the theory learned in the e-lecture, to real-life practical case studies through a range of activities. This format allows students to develop some of the particular communication skills (written, presentation and teamwork); critical and creative thinking skills (problem solving and decision making), team work, IT literacy, international perspective and life-long learning skills - which are consistent with the Curtin Business School graduate attributes and professional skills program. These skills and attributes are congruent with the ones employers seek in university graduates.

Learning Resources

Essential texts

The required textbook(s) for this unit are:

- You will need to purchase the following textbook(s) in order to complete this unit: **Deresky, H. 2014. *International Management: Managing Across Borders and Cultures*. 8th ed. Essex: Pearson.**
(ISBN/ISSN: 978-0273787051)

Other resources

You do not have to purchase the following textbooks but you may like to refer to them.

Adler, N., 2002. *International Dimensions of Organisational Behaviour*. 4th ed. Boston: Thomson, South Western.

Bartlett, C. A., and S. Ghoshal. 1992. *Transnational Management: Text, Cases, and Readings in Cross Border Management*. Homewood, Illinois: Irwin, Inc.

Ball D., McCulloch, W. H., Geringer, M., and Minor, M. S. 2002. *International Business: The Challenge of Global Competition*. 9th ed. Boston: McGraw-HillIrwin.

Czinkota, M.R., Ronkainen, I.A., and M. H. Moffett. 2005. *International Business*. 7th ed. Thomson, South Western: Ohio.

Fisher, G., Hughes, R., Griffin, R, and Pustay, M. 2006. *International Business: Managing in the Asia Pacific*. 3rd ed. Pearson Education: Frenchs Forest, NSW.

Hill, C. 2002. *International Business: Competing in the Global Marketplace: Postscript 2002*. Boston: IrwinMcGraw-Hill.

Hodgetts, R., and F. Luthans. 2003. *International Management: Culture, Strategy and Behaviour*. 5th ed. Boston: IrwinMcGraw-Hill Inc.

Holt, D. H., and K. W. Wigginton. 2002. *International Management*. 2nd ed. Fort Worth: Harcourt College.

McFarlin, D. B. and P. D. Sweeney. 2006. *International Management: Strategic opportunities and cultural challenges*. 3rd ed. Cincinnati, Ohio: South-Western College Publishing.

Thomas, D.C. 2002. *Essentials of International Management: A Cross Cultural Perspective*. Thousand Oaks: Sage Publications.

Wild, K. L., Han, J. C. Y., and Rammal, H. G. 2007. *International Business: The Challenges of Globalisation*. Pearson Education: Frenchs Forest, NSW.

Assessment

Assessment schedule

	Task	Value %	Date Due	Unit Learning Outcome(s) Assessed
1	Portfolio	25 percent	Week: Week 12 Day: Monday 16 May Time: 4 pm WST	1,3,4
2	Presentation	15 percent	Week: Weeks 3-13 Day: Workshop Day Time: Workshop Time	2,3,4
3	Assignment	30 percent	Week: Week 9 Day: Tuesday 26 April Time: 4 pm WST	2,3,4
4	Final Examination	30 percent	Week: Exam Week Day: Check exam timetable Time: Check exam timetable	1,2,3

Detailed information on assessment tasks

1. PORTFOLIO (Individual)

Worth: 25% [Topics 3 -8 = 4 marks per topic scaled up to 25 marks total]

Due: 4 pm WST Monday - 16 May

Starting Week 3 (Topic 3) until Teaching Week 10 (Topic 8), you are required to prepare solutions to set portfolio questions on a weekly basis. **You are required to compile and submit the weekly solutions as a single portfolio document online by the due date and time.** This component will help you learn and understand each weekly topic. Students will be required to conduct some additional research to substantiate their responses. *As a guide, two academic references (outside of the Deresky textbook and the lecture slides/notes for this unit) should be utilised to substantiate each weekly question; unless the question simply seeks your personal opinion in which case you would not require academic references.* Each week's solution will have a MAXIMUM word count of 450 words. Please ensure you print the word count at the end of each week's solution.

You will be assessed based on the marking guide available on Blackboard against the set criteria.

ONLINE SUBMISSION: The compiled document **MUST BE** submitted through Turnitin in blackboard. There is NO need to submit a HARD COPY of your assessment unless specified by your lecturer. Your unit co-ordinator, tutor &/or local lecturer will have access to your assessment in soft copy through the system.

2. PRESENTATION Case Study (Individual)

Worth: 15%

Due: Once during the semester between Weeks 3-13.

You are to make a formal presentation on ONE assigned case study (from the list below) to the entire class during Weeks 3 – 13 of your semester. You are to present your solutions to the case study questions (questions highlighted in YELLOW on blackboard which need to be addressed) at the end of the case. One of the following cases would be randomly assigned to groups for the semester:

Case Study 1 (Topic 3) – Australia and New Zealand: Doing business with Indonesia

Case Study 2 (Topic 4) – Miscommunications with a Brazilian auto parts manufacturer

Case Study 3 (Topic 5) – Facebook's continued negotiations in China

Case Study 4 (Topic 6) – Search engines in global business

Case Study 5 (Topic 7) – The Nokia-Microsoft alliance in the global smartphone industry (circa 2011)

Case Study 6 (Topic 8) – HSBC's global reorganization and corporate performance in 2012
Case Study 7 (Topic 9) – Kelly's assignment in Japan
Case Study 8 (Topic 10) - Expatriate management in AstraZeneca
Case Study 9 (Topic 11) – The Olympus debacle-Western leader clashes with Japan's corporate leadership style

Your presentation is to last 30 minutes (maximum). You should first summarise the case study and then present the solutions to the case questions. **Please note that you are NOT ALLOWED to simply read out any part of the presentation from palm-notes/slides or other reference material as you are being assessed on your presentation skills and not your reading abilities.** In addition, you are to distribute a one page (double sided) handout of the solutions to each individual in the class. Classroom discussion is deeply encouraged after the presentation to facilitate understanding of the case study. You could either use powerpoint or overhead projector facility to illustrate your solutions (depending on availability in the classroom).

Although you will be presenting as a group, you will be marked individually based on the set marking criteria (see Blackboard). It is your responsibility as a group that the workload is distributed evenly among the presenters.

Feedback on the presentations: Students are required to attend ALL presentations (and not just their own) and participate in the discussions that ensue from the presentations. Please inform your unit co-ordinator/lecturer/tutor via email if you are unable to attend a presentation and provide reasons for the same. Students, as part of the audience, will participate in the marking and feedback process. On the day, you will be provided with the marking criteria for you to provide marks and any comments. These will be taken in account by the Unit Coordinator/Lecturer when finalising the feedback and your group's mark. You will be provided with feedback (based on the marking criteria that can be accessed through the blackboard) from your Unit Coordinator/Lecturer (Bentley) and your Local Lecturers (Offshore campuses) through the blackboard under 'My Grades'.

3. ASSIGNMENT - Research Report (Group)

Worth: 30%

Due: 4pm WST Tuesday - 26 April

Based on study groups (4 students per group maximum), students are required to prepare a 2500 word (plus or minus 250 words) research report, based on the set research topic.

You will be assessed on your ability to recognise, analyse and discuss the key issues in the topic; and on your ability to appropriately use reference material in support of your arguments. The quality of the sources of information you use, as well as your referencing skills (e.g. establishing linkages amongst the sources used within the assignment), will be assessed. Written assignments must use the Chicago Referencing System 16 and ***papers that are unsatisfactorily referenced will be unmarked and students will be notified.*** You are expected to use at least twelve (12) different **academic** sources to support your arguments and discussion. ***The use of WIKIPEDIA online encyclopaedia is not allowed. This is not an essay task, it is a REPORT. It is your responsibility to understand the format of a report.*** There are numerous business communication books that will show you the format/layout if you are unsure of what is required. In addition, our CBS Skills and Communications Centre provide 'high flyers' to assist you in your writing. It is worth it to check their website: <http://www.business.curtin.edu.au/business/current-students/writing-and-study-skills-support>

The Executive Summary needs to be included but is NOT counted in your word count. Please design and include a cover page in line with the one found on the Blackboard and print the total word count on the cover page of your report.

ONLINE SUBMISSION: Assignments **MUST BE** submitted through Turnitin on Blackboard. There is NO need to submit a HARD COPY of your assessment unless specified by your lecturer. Your unit co-ordinator, tutor &/or local lecturer will have access to your assessment in soft copy through the system.

Research Topic

Each group will be required to **critically address** the research topic (see below) providing supporting examples where appropriate. Students should be prepared to draw from different sources and provide an evaluation of relevant scholarly perspectives pertaining to each question covered. Your assessment research

topic is:

'International joint ventures (IJV) are a useful means of overseas expansion for multinational enterprises (MNEs). What are IJVs? What are the circumstances under which MNEs internationalise using IJVs? Using a case study approach, research one successful and one unsuccessful IJV. Identify and discuss the reasons why one succeeded and the other one failed. Based on your findings, make recommendations on how organisations can successfully manage IJVs.'

The following sections must be included in your report: Executive summary, introduction, main body (use sub-sections/headings), concluding recommendations and reference list.

Further assessment information is available on the Blackboard including the key rubric and the marking guide.

4. EXAM

Worth: 30%

Due: Exam week (please check exam timetable for day, time and venue)

A final examination consisting of essay type questions and/or case studies will be conducted during the examination period. All questions will be based upon course content. It will be a **closed book** examination. It is recommended that you collate and regularly revise your notes from readings, lecture, workshop and your further research. This will assist you to see the main themes and to more clearly understand key concepts and ideas.

Students are required to list their local lecturer &/or class tutor's name on the front cover of the examination booklet. Only examination booklets correctly completed will be marked.

The final exam will be held during the formal examination period. It is the responsibility of the student to check the date, time and venue of the final examination on the Curtin website. This information will NOT be provided by the Unit Coordinator, the lecturers or tutors.

Pass requirements

Students must make a credible **ATTEMPT AT ALL ASSESSMENTS** and obtain an overall mark of 50/100 (50%) to pass the unit.

Fair assessment through moderation

Moderation describes a quality assurance process to ensure that assessments are appropriate to the learning outcomes, and that student work is evaluated consistently by assessors. Minimum standards for the moderation of assessment are described in the Assessment and Student Progression Manual, available from policies.curtin.edu.au/policies/teachingandlearning.cfm

Late assessment policy

This ensures that the requirements for submission of assignments and other work to be assessed are fair, transparent, equitable, and that penalties are consistently applied.

1. All assessments students are required to submit will have a due date and time specified on this Unit Outline.
2. Students will be penalised by a deduction of ten percent per calendar day for a late assessment submission (eg a mark equivalent to 10% of the total allocated for the assessment will be deducted from the marked value for every day that the assessment is late). This means that an assessment worth 20 marks will have two marks deducted per calendar day late. Hence if it was handed in three calendar days late and given a mark of 16/20, the student would receive 10/20. An assessment **more than seven calendar days overdue will not be marked and will receive a mark of 0.**

Assessment extension

A student unable to complete an assessment task by/on the original published date/time (eg examinations, tests) or due date/time (eg assignments) must apply for an assessment extension using the Assessment Extension form

(available from the Forms page at students.curtin.edu.au/administration/) as prescribed by the Academic Registrar. It is the responsibility of the student to demonstrate and provide evidence for exceptional circumstances beyond the student's control that prevent them from completing/submitting the assessment task.

The student will be expected to lodge the form and supporting documentation with the unit coordinator before the assessment date/time or due date/time. An application may be accepted up to five working days after the date or due date of the assessment task where the student is able to provide an acceptable explanation as to why he or she was not able to submit the application prior to the assessment date. An application for an assessment extension will not be accepted after the date of the Board of Examiners' meeting.

Deferred assessments

If your results show that you have been granted a deferred assessment you should immediately check your OASIS email for details.

Deferred examinations/tests will be held from 18/07/2016 to 29/07/2016 . Notification to students will be made after the Board of Examiners' meeting via the Official Communications Channel (OCC) in OASIS.

Supplementary assessments

Supplementary assessments, if granted by the Board of Examiners, will have a due date or be held between 18/07/2016 and 29/07/2016 . Notification to students will be made after the Board of Examiners' meeting via the Official Communications Channel (OCC) in OASIS.

It is the responsibility of students to be available to complete the requirements of a supplementary assessment. If your results show that you have been granted a supplementary assessment you should immediately check your OASIS email for details.

Referencing style

The referencing style for this unit is Chicago.

More information can be found on this style from the Library web site:

<http://libguides.library.curtin.edu.au/referencing>.

Copyright

© Curtin University. The course material for this unit is provided to you for your own research and study only. It is subject to copyright. It is a copyright infringement to make this material available on third party websites.

Academic Integrity (including plagiarism and cheating)

Any conduct by a student that is dishonest or unfair in connection with any academic work is considered to be academic misconduct. Plagiarism and cheating are serious offences that will be investigated and may result in penalties such as reduced or zero grades, annulled units or even termination from the course.

Plagiarism occurs when work or property of another person is presented as one's own, without appropriate acknowledgement or referencing. Submitting work which has been produced by someone else (e.g. allowing or contracting another person to do the work for which you claim authorship) is also plagiarism. Submitted work is subjected to a plagiarism detection process, which may include the use of text matching systems or interviews with students to determine authorship.

Cheating includes (but is not limited to) asking or paying someone to complete an assessment task for you or any use of unauthorised materials or assistance during an examination or test.

From Semester 1, 2016, all incoming coursework students are required to complete Curtin's Academic Integrity Program (AIP). If a student does not pass the program by the end of their first study period of enrolment at Curtin, their marks will be withheld until they pass. More information about the AIP can be found at:

<https://academicintegrity.curtin.edu.au/students/AIP.cfm>

Refer to the Academic Integrity tab in Blackboard or academicintegrity.curtin.edu.au for more information, including student guidelines for avoiding plagiarism.

Information and Communications Technology (ICT) Expectations

Curtin students are expected to have reliable internet access in order to connect to OASIS email and learning systems such as Blackboard and Library Services.

You may also require a computer or mobile device for preparing and submitting your work.

For general ICT assistance, in the first instance please contact OASIS Student Support:

oasisapps.curtin.edu.au/help/general/support.cfm

For specific assistance with any of the items listed below, please contact The Learning Centre:

life.curtin.edu.au/learning-support/learning_centre.htm

- Using Blackboard, the I Drive and Back-Up files
- Introduction to PowerPoint, Word and Excel

Additional information

Enrolment

It is your responsibility to ensure that your enrolment is correct - you can check your enrolment through the eStudent option on OASIS, where you can also print an Enrolment Advice.

Student Rights and Responsibilities

It is the responsibility of every student to be aware of all relevant legislation, policies and procedures relating to their rights and responsibilities as a student. These include:

- the Student Charter
- the University's Guiding Ethical Principles
- the University's policy and statements on plagiarism and academic integrity
- copyright principles and responsibilities
- the University's policies on appropriate use of software and computer facilities

Information on all these things is available through the University's "Student Rights and Responsibilities" website at: students.curtin.edu.au/rights.

Student Equity

There are a number of factors that might disadvantage some students from participating in their studies or assessments to the best of their ability, under standard conditions. These factors may include a disability or medical condition (e.g. mental illness, chronic illness, physical or sensory disability, learning disability), significant family responsibilities, pregnancy, religious practices, living in a remote location or another reason. If you believe you may be unfairly disadvantaged on these or other grounds please contact Student Equity at eesj@curtin.edu.au or go to http://eesj.curtin.edu.au/student_equity/index.cfm for more information


You can also contact Counselling and Disability services: <http://www.disability.curtin.edu.au> or the Multi-faith services: http://life.curtin.edu.au/health-and-wellbeing/about_multifaith_services.htm for further information.

It is important to note that the staff of the university may not be able to meet your needs if they are not informed of your individual circumstances so please get in touch with the appropriate service if you require assistance. For general wellbeing concerns or advice please contact Curtin's Student Wellbeing Advisory Service at:

http://life.curtin.edu.au/health-and-wellbeing/student_wellbeing_service.htm

Recent unit changes

Students are encouraged to provide unit feedback through **eVALUate**, Curtin's online student feedback system. For more information about **eVALUate**, please refer to evaluate.curtin.edu.au/info/.

	To view previous student feedback about this unit, search for the Unit Summary Report at https://evaluate.curtin.edu.au/student/unit_search.cfm . See https://evaluate.curtin.edu.au/info/dates.cfm to find out when you can eVALUate this unit.
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Recent changes to this unit include:

Based on positive feedback received during 2014 from eVALUate, the unit tuition pattern has been changed from a three hour seminar to a one hour online e-lecture (with audio commentary) and two hour face-to-face interactive workshop to maximise student engagement, interaction and participation.

Program calendar

Week	Begin Date	Topic	Pre-readings	Assessment Due
1.	29 February	The international management environment	Deresky et al. (2014) Chapter 1	
2.	7 March	Social responsibility and ethics	Deresky et al. (2014) Chapter 2	
3.	14 March	Role of culture	Deresky et al. (2014) Chapter 3	
4.	21 March	Communicating across cultures	Deresky et al. (2014) Chapter 4	
5.	28 March	<i>Tuition free week</i>		
6.	4 April	Cross-cultural negotiation and decision-making	Deresky et al. (2014) Chapter 5	
7.	11 April	Global strategic management	Deresky et al. (2014) Chapter 6	
8.	18 April	<i>Tuition free week</i>		
9.	25 April	Global alliances	Deresky et al. (2014) Chapter 7	Assignment 3 due 26 April, 4pm WST
10.	2 May	Global structure	Deresky et al. (2014) Chapter 8	
11.	9 May	International HRM	Deresky et al. (2014) Chapter 9	
12.	16 May	Expatriate management	Deresky et al (2014) Chapter 10	Assignment 1 due 16 May, 4pm WST
13.	23 May	Motivating and leading across cultures	Deresky et al. (2014) Chapter 11	
14.	30 May	Revision		
15.	6 June	<i>Study week</i>		
16.	13 June	<i>Exam weeks</i>		
17.	20 June	<i>Exam weeks</i>		