

VICTORIA UNIVERSITY OF WELLINGTON
Te Whare Wananga o te Upoko o te Ika a Maui



School of Marketing & International Business

IBUS 305
Dynamic Strategy and Structure in
International Business

Course Outline
2005

IBUS 305: Dynamic Strategy and Structure in International Business

*Welcome to IBUS 305, Dynamic Strategy and Structure in International Business!
This course is designed to provide you with perspectives of international business regarding the strategic and operational choices of managers in dynamic global environments.*

Throughout this course you will be confronted with managerial decision making concerning organisational goal setting, evaluation of environments, competitive strategy selection and structural adaptation of organisations in diverse international settings. Further you will be introduced to flexible and network-based organisational forms inside and between firms designed for turbulent environmental conditions not foreign to competition in global industries. While the textbook strongly emphasises on activities of multinational enterprises (MNEs), the lectures will also create awareness of challenges more specific to SMEs (small- and medium-sized enterprises), since their contribution to the GDP of most nations is high and their internationalisation potential vast.

The course is a mixture of interactive lectures, tutorials and assignments. Your tutors, Ashish, Ben, Layla and TJ, and I will give our best in order to provide for an interesting, enjoyable and rewarding paper.

With best regards,

Peter Zettinig

Course Outline - Quick Reference

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Course Outline - Quick Reference

- **Course dates**

Tuesday 22nd of February, 2005 to 27th of May 2005.

- **Lecture times and location**

Tue 1340 – 1530, LT2

Fri 1440 – 1530, LT2

- **Tutorials**

Ashish Rao

(raoashi@student.vuw.ac.nz)

Thu 1130 – 1220,

Thu 1240 – 1330,

Fri 1340 – 1430,

Ben Bradley

(Ben.Bradley@nzte.govt.nz)

Wed 1130 – 1220,

Wed 1240 – 1330,

Fri 1340 – 1430,

Layla Eshow

(eshowlayl@student.vuw.ac.nz)

Tue 1030 – 1120,

Fri 1030 – 1120,

Fri 1240 – 1330,

TJ Singh

(singtejv@student.vuw.ac.nz)

Tue 1240 – 1330,

Tue 1540 – 1630,

Fri 1340 – 1430,

- **Course notices and lecture notes**

<http://blackboard.vuw.ac.nz>

- **Course assessment and due dates**

The course is a mixture of lectures, tutorials and individual work. 40% of the overall assessment is determined by the final exam. The remaining 60% result from an essay (20%), a case study report (25%), tutorial attendance and assignment (15%).

- **Staff contact**

Course Coordinator contact

Dr. Peter Zettinig

Telephone: 463 7452

Email: peter.zettinig@vuw.ac.nz

Course Objectives

This course is designed to provide you with perspectives of international business regarding the strategic and operational choices of managers in dynamic global environments. Throughout this course you will be confronted with managerial decision making concerning organisational goal setting, evaluation of environments, competitive strategy selection and structural adaptation of organisations in diverse international settings. Further you will be introduced to flexible and network-based organisational forms inside and between firms designed for turbulent environmental conditions not foreign to competition in global industries. While the textbook strongly emphasises on activities of multinational enterprises (MNEs), the lectures will also create awareness of challenges more specific to SMEs (small- and medium-sized enterprises), since their contribution to the GDP of most nations is high and their internationalisation potential vast. The course is a mixture of interactive lectures, tutorials and assignments.

Learning Target

Upon completion of this paper you will be comfortable with most useful theoretical concepts. You will have the capability to apply this conceptual knowledge in order to analyse and solve challenges encountered in practice by internationally active firms. The understanding of key drivers of international competition will become the basis to contribute to managerial decisions concerning international business strategy and operations. You will learn to distinguish between more stable and more complex international environments and you will possess the conceptual tools to analyse and suggest suitable organisational solutions. Besides the content oriented goals this course has aspirations to stimulate your capabilities of creative thinking and problem solving. The mixture of interactive lectures dealing with challenging questions and tutorials with interesting cases will contribute to this learning outcome.

Required Literature

Bartlett, C, Ghoshal, S.B. and Birkinshaw, J. (2004) Transnational Management: Text, Cases and Readings in Cross-Border Management. 4th Edition, McGrawHill Irwin. (A copy of this text is available in the library on closed reserve)

Other Resources

The Commerce Library has a selection of books under “Peter Zettinig” on “3 Day Loan”. I recommend these books for anyone interested in IB, IB Management and Strategy. They form a good basis to understand the business of international business from different theoretical lenses thus contribute to critical and creative thinking.

Further, refer to www.vuw.ac.nz/ibresources for interesting links.

Blackboard. Students should consider the Blackboard site for IBUS 305 as a first point of call for answers to questions about course dates, times, announcements, assignments and style guidelines, tutorials, and grades. You need to be enrolled to be able to access this site. Tutors will check the discussion boards regularly, however, urgent requests should be directed to them personally or to the lecturer.

Besides the textbook (Transnational Management) with its texts and cases additional readings (such as current news reports or journal articles) will be clearly suggested throughout the lectures and they will be part of the final exam.

Assessment

Coursework	60%	
Essay	20%	
Case Study Report	25%	
Tutorial Attendance and Assignment	15%	
Final Exam	40%	(min. of 40% is required)
OVERALL	100%	(min of 50% overall to pass)

Compulsory Essay

In order to engage you in critical thinking and to provide you with opportunity to apply the concepts we use you are required to write a 1500-2000 words essay, which is well structured, clearly written and provides strong arguments. As this is a 300 level course the essay is required to contain a reference list, which refers to a minimum of ten publications (e.g. books, journal articles, academic texts). The essay is due in the beginning of the lecture, **12th of April, 2005**.

ESSAY TOPIC: Magna International's Evolution into a Global Player

Study the characteristics of Magna International through research of web resources (e.g. www.magna.com, news, reports). Integrate the materials you gather with theoretical and conceptual knowledge from IBUS 305 and other papers (referencing) in order to explain the following phenomena:

What are the historic events you assume to be responsible for Magna's position in the automotive industry today?

How is the firm's philosophy and goal setting mechanism reflecting on the firm's relationships with their stakeholders?

Explain how Magna's organisational structure is justifiable.

Explain how Magna's constellation (goals, strategy and structure) helps to deal with environmental complexity and turbulence.

The marking criteria for the essay are the following:

- The essay provides a clear introduction to the company, its aspirations and environment.
- Researched facts are relevant and well presented.
- Presented explanations and arguments reflect competence in applying relevant knowledge and concepts.
- The essay is a demonstration of creative and original thinking.

Each of the above criteria account for one quarter of the essays' 20% in the overall grade for the IBUS 305 paper.

Compulsory Case Study Report

Write a (2000-2500 words, referenced) case study report based on the "Trigon Industries – A Game for Three Players" case history, which is obtainable in form of either a hard copy or a pdf from your tutor.

This exercise will provide you with the opportunity to get insights into the developments of an industrial firm over a long time frame, including stages of domestic operations, internationalisation, M&A and post-merger integration. After analysing the case you will have the opportunity to employ your strategic mind to develop ideas and alternatives regarding the following issues:

1. Could Bill Foreman have achieved his dream of growing a global company via an alternative strategy? Evaluate possible alternative growth strategies, stating the key advantages and disadvantages.
2. Once again, Trigon is a game of three players – combining the assets of Trigon, Sealed Air and Cryovac. Do some exploratory research on the international packaging industry in order to explain why changes in this industry have led firms like Sealed Air to base their growth strategy on merger and acquisition (M&A) activity.
3. Concentrate on the sale of Trigon to Sealed Air: What are the structural changes from Trigon's point of view? How are they defensible from a Sealed Air point of view? Explain the underlying strategies that lead to these structural changes.
4. Imagine you are one of the senior managers who had worked at Trigon since its establishment. How do you feel about the takeover by Sealed Air? What threats does ownership by a foreign multinational corporation pose? What opportunities might it bring?

The marking criteria for the case study report are the following:

- It provides a clear, concise background and introduction to the topic.
- Demonstrates sound analysis and justifies assertions and conclusions.
- Combines the given facts with well-chosen theoretical frameworks.
- Identifies and explains key issues.

- Demonstrates research beyond the case.
- Provides relevant conclusions and recommendations.
- Writes clearly and presents the report professionally.
- Displays the author's capability to think in an original and creative way.

Each of the above criteria account for 1/8th of the case report's 25% for the total of this paper's mark. The Case Study Report is due on **17th of May, 2005**.

Tutorials

The purpose of the tutorial is to examine key principles introduced in classes in more detail. Therefore each tutorial has an assigned special topic dealing with case studies, examples and assignments. You benefit most if you participate actively in discussions, presentations and debates during tutorials. Besides the content related learning purpose the tutorials are your key contact point for eventual questions or help regarding the assignments (incl. essay and case study report) or the course as a whole. The tutorials are further an important aid to prepare for the exam.

Tutorials start in the week commencing 28th Feb. and are held every week according the "*IBUS 305: Course and Tutorial Schedule 2005*", attached to this outline.

All students are required to attend a **minimum of 7 tutorials** (of total 9)! Further, you are expected to prepare for the tutorials. This includes reading the required readings and preparing case studies. Each participant should be prepared to give a short presentation during the tutorials.

The Tutorial Assignment

Select one of the case studies assigned to tutorial sessions. Write a 500 word analysis of the case, focusing on the following: description of the problem or issue faced by the case organisation/s; the international business concepts that might help to explain the issue and provide approaches to its solution; your recommendations for the organisation/s concerned; justification for these recommendations.

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. Assignments **WILL NOT** be accepted once class discussion on the case study has commenced.

Grades for tutorials will incorporate the mark for the tutorial assignment (5%), as well as participation in tutorials (10%). Participation marks are based on frequency of attendance and contribution towards discussion during the tutorials.

SUBMISSION OF ASSIGNMENTS

Students of VUW' Faculty of Commerce are encouraged to use the **APA-Style** for information as to how to present, submit, organize and reference their work. These guidelines, including examples, of appropriate essay, report, and academic research formats are available on-line at: <http://www.vuw.ac.nz/ibproject/> (Under Info for Students, Project Format)

Due dates for assignments are the following:

Essay:	12 th of April 2005 (beginning of lecture)
Case Study Report:	17 th of May 2005 (beginning of lecture)
Tutorial Assignment:	prior to case-specific (e.g. beginning) tutorial

For essays and case studies that are handed in late the following penalties apply: Penalty of 5%, if submitted on due day after the reserved time in the beginning of the lecture. Penalty of 10% if submitted on the day following the due day (before 5pm). Later submission will not be accepted. Late submissions are to be handed in to the IB office in Rutherford House, Rm 1121

All work handed in must have the course name, 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. Application for an extension must be made to the course coordinator. Note: There will be no extensions given for tutorial assignments.

WHERE EXTENSIONS HAVE BEEN GRANTED work is to be handed in to the tutor or the IB office in Rutherford House, Rm 1121.

Essays and the Case Study Report will be graded and returned during lectures or tutorials, unless otherwise arranged. Students can expect their assignments to be returned two weeks after submission.

Exam

The final examination accounts for 40 % of the assessment weighting for this course. The exam will expect students to draw on what they have learnt from the textbook, lectures, tutorials and assignments. Further details about the final examination will be given during lectures. The final tutorial session is aimed at helping students prepare to sit the final exam. Attendance and prior preparation is recommended.

Staff

The staff involved in teaching and tutoring IBUS 305 is actively involved in researching and studying international business. Peter Zettinig, has experience in researching and teaching in the field of IB more than seven years. Peter got his Master of Business Administration from Karl-Franzens University in Graz, Austria and a PhD from Turku School of Economics, Finland. Prior to his full time academic career he worked in management consulting involving projects in more than 20 countries.

Tutors brief....!!!

Workload

You should expect to spend approximately 10 hours per week on this paper (including contact hours).

General University policies and statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at:

www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, the following staff members will either help you directly or quickly put you in contact with someone who can.

Staff	Faculty	Room number
Sue Dover	Student Support Coordinator, FHSS	2 Wai-te-ata Road
Kirstin Harvey	Law	Old Gvt Building room 103
Liz Richardson	Science and Architecture and Design	Cotton Building room 150

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.