

School of Marketing and International Business

**IBUS 305**  
**DYNAMIC STRATEGY AND STRUCTURE IN**  
**INTERNATIONAL BUSINESS**

Trimester 1 2006

**COURSE OUTLINE**

**Contact Details**

Course Coordinator: Dr. Peter Zettinig, PhD, MBA  
Office: Rutherford House 1112  
Email: [peter.zettinig@vuw.ac.nz](mailto:peter.zettinig@vuw.ac.nz)  
Telephone: 463-7452  
Fax: 463-5231

Office Hours: Wednesdays, 1130-1230.

Tutors: TBA in first lecture/on blackboard.

**Class Times and Room Numbers**

Lectures: Tuesdays 3.40pm – 5.30pm, RH LT1  
Thursdays 3.40pm – 4.30pm, RH LT1

Tutorials: One hour per week in small groups.  
Specific dates and times will be advised  
during the first lecture on the 28<sup>th</sup> of  
February 2006.

Final Exam: During Trimester 1 examination period (5-25  
June 2006).

**Course Objectives**

IBUS 305 is designed to develop the student's competencies in terms of international business strategy and structure. The successful student will learn to understand how the international business environment generates the context in which international business strategy is formed

and realised. The student is going to distinguish between frameworks suitable for static assessments and of dynamic approaches relevant for successful international behaviour.

More specific cognitive goals for this advanced 300-level course are as follows:

(1) **Knowledge and comprehension** of international business concepts and methods. Provision of **proof** of knowledge and understanding of the most important concepts and methods, especially discussed during the lectures, the student will be able to pass the course (C,C+).

(2) **Analysis of international business context and application** of frameworks, tools and methods in order to solve problems, demonstrate alternative solutions and construct suggestions concerning international business strategy and implementation. Students who sufficiently demonstrate these abilities (including what was required in 1. above) will attain final grades in the good to very good categories (B-, B, B+).

(3) **Evaluation and Synthesis**. Students who want to achieve grades in the very good and excellent categories (A-, A, A+) will provide evidence of their learning (covered above in 1. + 2.) and will repeatedly demonstrate cognitive abilities of evaluation and synthesis. Evaluation means, for instance, the student is able to judge the effectiveness of certain strategies in different environments and recommends alternative strategies. Synthesis involves, as examples, the design of a strategic proposition, the development of a hypothesis, the synthesis of different approaches in order to generate new solutions.

*All pieces of assessment will be directed towards identification of these three groups of cognitive capacities. The course is designed to give each student a transparent overview of the individual status according to the classification of learning goals as stated above.*

### **Course Content**

The course aims at generating a holistic picture of international business for firms in order to understand, assess and utilise the opportunities and threats found in the environment and to translate them into feasible and promising ways of achieving international business success. In order to achieve this learning result we are going to discuss the following contents during lectures, tutorials, discussion boards and assignments:

- (1) **The international business environment** (i.e. globalisation, regionalisation, emerging markets; characteristics of the main players in international business and their interactions; country-markets and institutional differences; industry and sectorial differences; the environment of the firm).
- (2) **Internationalisation and international business strategies** (i.e. different approaches of internationalisation including international entrepreneurship; evolution from global and multinational strategies to transnational strategies).
- (3) **Organisational structures for international business** (i.e. the interactions between goals, strategies and structures in different types of internationally active firms).
- (4) **Processes in international strategy development and implementation** (i.e. dynamic mindsets and dynamic changes; knowledge management).

- (5) **Functional implications of different dynamic strategies** (i.e. how does an organisational structure reflect the international business strategy; how are human resources affected; what are the implications for marketing; management? etc).
- (6) **Futures of international business** (i.e. what are the possible development paths of internationally active firms? Answering the question, what will determine the international firm's success and failure within the next decade?).

### Readings

Course book: Akoorié, M.E.M. & Scott-Kennel, J. (2006) International Business Strategy: A New Zealand Perspective. Pearson Education, New Zealand.

Additional: Any books which contain 'international business strategy', 'multinational strategy and structure', 'transnational strategy and structure', 'global strategy', 'international business', 'world business', etc provide valuable background information or can be used as additional sources for references.

Journal Articles: The student is encouraged to use our library's electronic database to find electronic journal articles.

Blackboard: Additional materials will be found on Blackboard.

### Assessment Requirements

Task	Weight	Due Date
Group Project	20%	25 <sup>th</sup> of April 2006
Individual Assignments	25%	23 <sup>rd</sup> of May 2006
Tutorial Participation	5%	Continuously
Tutorial Assignments	10%	Individual Dates
Coursework	60%	T1
Final Exam	40%	Examination Period T1 (5-25. June)

### Group Project (20%)

A group working on this project contains usually 3 individuals from the same tutorial group. Your task is to choose one of the following five firms and to find an answer to the question:

***'Which factors determined the international success of this firm?'***

In order to deliver an excellent piece of research you may consider the inclusion of the following elements: (1) Introduction to the firm and good structure of your text, (2) describe by which measures the firm is successful (i.e. growth, innovativeness); (3) formulate hypotheses (=logical system of statements) why you believe this firm is successful; (4)

'support' these hypotheses by using concepts from this and other courses or from other sources (e.g. academic journals), and secondary data; (5) conclusion how your findings could be generalised for other firms with similar circumstances. While these five points indicate specific marking criteria we are going to measure the quality of your presented learning using the three cognitive indicators initially pointed out in the course objectives.

The companies are the following: (1) Google.com; (2) KTM Motorbikes (1990-current); (3) Redbull; (4) H&M (Hennes & Mauritz, Sweden); (5) Apple Computers.

The group project is **due by the 25<sup>th</sup> of April, 2006**. Expected length of the document is around 3000 words, submission via Blackboard.

### **Individual Assignments (25%)**

The individual discussion paper is an exercise where you are expected to provide '*evidence of your learning*' and where you demonstrate your capabilities in synthesising different approaches. The topic of the individual discussion paper is related to the future of developing an organisational structure that can fulfil the conflicting requirements of the transnational strategy. This final paper is expected to be between 1500-2000 words in length and your submission **via Blackboard is due on the 23<sup>rd</sup> of May, 2006**.

#### *Stimulus for your Discussion:*

During our sessions we discuss the content of a '*Transnational Strategy*' with at times conflicting demands and goals of a). Global integration; b). Local responsiveness and c). Worldwide learning.

For your individual discussion paper, discuss how the conflicting demands of this strategy can be realised, outlining the requirements for an effective and efficient organisational structure. Utilise past discussion we had about the role of knowledge, technological advance, the network and alliance economy, and other useful inputs and synthesise them into a strong argument.

#### *Evaluation of your Discussion*

Your discussion will be evaluated considering the development of an argument, including the expression of a research question or initial statement, a conceptual part that creates the framework within which you analyse your question or statement and the concluding synthesis and evaluation of the issues you develop in your argument. Besides these criteria we are going to measure the quality of your presented learning using the three cognitive indicators initially pointed out in the course objectives.

### **Tutorial Participation (5%)**

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. individual and group assignments) or the course as a whole. The tutorials are further an important aid to prepare for the exam.

Tutorials start in the week commencing 6<sup>th</sup> of March, 2006 and are held every week according to the *Course and Tutorial Schedule* 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 (cf. Course and Tutorial Schedule: Preparations). A failure of attending the required amount of tutorials and active contributing to discussion sessions will result in a 5% loss for the overall mark.

### **Tutorial Assignments (10%)**

#### *Part A (5%): Presenter*

You will work on a case study in a team of three individuals. In your first tutorial, choose one of the following NZ cases from the textbook:

- (1) Genesis Research and Development Corporation (presentation in Tutorial 2)
- (2) Tourism Holding Ltd. (T4)
- (3) Synergy International (T5)
- (4) Software of Excellence International (T6)
- (5) Magic Pulse Ltd. (T8)

Prepare a case presentation (introduction to the company and its developments). Discuss one or two of the more important questions that can be found after each of the cases (time constraint about 20 min).

#### *Part B (5%): Challenger*

In the same team, choose a second company and prepare to challenge the presenting team's presentation. Evaluate the presentation you have seen, point out shortcomings; prepare a couple of questions that you believe are tricky to answer (about 10 min.) After that general discussion commences (up to 10 min).

*Evaluation:* Your team (either as presenter or challenger) evaluates the performance of the other team. Explain the foundations of your evaluation. Use Vic's grading table for your evaluation (<50% Fail; 50-59%: Cs; 60-74%: Bs; >75%: As). Be honest, critical and fair.

### **Penalties**

Late submissions lead to a penalty of 5%. The due date outlined in the Course and Tutorial Schedule is the due date of submission. Submission is principally through Blackboard on the due day (any time). Any submission late more than 48 hours will not be considered! All work submitted 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.

### **Final Exam**

The final examination accounts for 40% of the final grade 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 lecture session and the last tutorial session will be designed for helping students prepare to sit the final exam. Attendance and prior preparation is recommended.

### **Mandatory Course Requirements**

In order to obtain a positive overall grade (C, C+, B-, B, B+, A-, A, A+) you need to have a **minimum of 40% in the final exam** and you need to have a **minimum of 50% overall** (the weighted sum of all assessments).

### **Communication of Additional Information**

In this course we are going to use Blackboard for a number of purposes. You will find all kind of additional information, lecture notes, announcements etc. on Blackboard. You are going to use Blackboard for submission of all your assignments! You will receive individual feedback for each of your assignment via Blackboard. Further you will have chances to '*test yourself*' by using an individual assessment tool (a quiz) that will give you an indication of your '*knowledge and understanding*' of the content of the course (availability to be announced in lectures).

### **Faculty of Commerce and Administration Offices**

#### Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the office on (04) 463 5376.

#### Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1).The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Check with the Student Administration Office for opening times (04) 463 5376.

### **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](http://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](http://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](http://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](http://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](http://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](mailto: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, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

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/](http://www.vuw.ac.nz/st_services/) or email [student-services@vuw.ac.nz](mailto: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](mailto:education@vuwsa.org.nz).

### **Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).**

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network

If you would like to register as a mentor or mentee please contact the coordinator.

#### **Where:**

Melissa Dunlop  
Programme Coordinator  
Room 109 D  
14 Kelburn Parade: back courtyard  
Ph: (04) 463 6015  
Email: [Maori-Pacific-Mentoring@vuw.ac.nz](mailto:Maori-Pacific-Mentoring@vuw.ac.nz)

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.





**IBUS 305**  
**Course and Tutorial Schedule 2006**

<b>Sessions</b>	<b>Week Beginning</b>	<b>Topic</b>	<b>Preparations</b>	<b>Tutorials</b>	<b>Deadlines</b>
1	27. February 2006	IB Context: Environment	Textbook CH 1-3	No tutorials	<b>Tutorial Sign-up</b>
2	6. March 2006	IB Context: Players	Textbook CH 4-6	T1	
3	13. March 2006	Internationalisation	Textbook CH 4 + 5 + 10	T2	<i>T2: Genesis Research</i>
4	20. March 2006	International Business Strategy	Textbook CH 7 + 8 + 9	T3	
5	27. March 2006	Organisational Structure: INTRA	Texts on Blackboard	T4	<i>T4: Tourism Holding</i>
6	3. April 2006	Organisational Structure: INTER	Textbook CH 10	T5	<i>T5: Synergy International</i>
7	24. April 2006	Process: Strategy Making	Texts on Blackboard	No tutorials	<b>25. April Group Project</b>
8	1. May 2006	Process: Strategy Implementation	Texts on Blackboard	T6	<i>T6: Software of Excellence</i>
9	8. May 2006	Functional Implications of IB Strategy: HR, Mgm	Texts on Blackboard	T7	
10	15. May 2006	Functional Implications of IB Strategy: Mktg	Texts on Blackboard	T8	<i>T8: Magic Pulse</i>
11	22. May 2006	Futures of IB: Drivers of Success and Failure	Texts on Blackboard	T9	<b>23. May Individual Assignment</b>
12	29. May 2006	You and IB Strategy	Check Bb	No tutorial	