



School of Marketing & International Business

## **IBUS 406 ADVANCED STRATEGY & ORGANIZATIONAL DEVELOPMENT**

Trimester One 2007

### **COURSE OUTLINE**

#### **Contact Details**

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#### **Class Times and Room Numbers**

Wednesday: 10.30 – 13.20 RWW 129

Final examination period: The final examination for IBUS 406 will be held during the Trimester 1 2007 examination period (5<sup>th</sup> – 30<sup>th</sup> June, 2007); the exact day and time of the final examination will be announced when known.

#### **Prerequisite**

The prerequisite for this paper is IBUS 301 (International Management) or IBUS 305 (Dynamic Strategy and Structures in International Business) and postgraduate standing.

#### **Course Objectives**

The objective of the course is to explore some of the key issues associated with the strategic and structural decisions of enterprises involved in international business, and to apply critical thinking to these issues. The issues will lend themselves to the application of theories and concepts of international business covered in earlier courses.

## Course Content

**Note:** Copies of all assigned reading can be collected from the School of Marketing & International Business Office on the 11<sup>th</sup> floor, Rutherford House

<i>Week</i>	<i>Date/ Time</i>	<b>Topics and Assigned Reading</b>
<b>1</b>	Wed 28 Feb 10:30-13:20	<p><b>1. Introduction to IBUS 406</b> <b>2. Strategic management overview</b></p> <p><u>Readings</u> Hanson, D., Dowling, P., Hitt, M., Ireland, R. &amp; Hoskisson, R. 2002. <i>Strategic Management: Competitiveness and Globalization</i>, (Pacific Rim Edition). Melbourne: Thomson Learning Australia.</p> <p>Chapters 1-3 and Chapter 8</p>
<b>2</b>	Wed 7 Mar 10:30-13:20	<p><b>Strategic management overview continued</b></p> <p><u>Readings</u> 1. <i>The McKinsey Quarterly</i>. Jan 2006. Ten trends to watch in 2006. 1-5. 2. <i>The Economist</i> Sept 16, 2006. The new titans: A survey of the world economy. 1-36. 3. NZ Ministry of Economic Development paper. <i>Economic Transformation: Securing New Zealand's Future Prosperity</i> (17 pages).</p>
<b>3</b>	Wed 14 Mar 10:30-13:20	<p><b>Context, culture and business strategy</b></p> <p><u>Readings</u> 1. Tsui, A. 2006. Editorial: Contextualization in Chinese management research. <i>Management and Organization Review</i>, 2: 1 1-13. 2. Huntington, S. 1996. The west: Unique, not universal. <i>Foreign Affairs</i>, Nov-Dec. 28-46. 3. Responses to Huntington. 1997. <i>Foreign Affairs</i>, Mar-Apr. 162-165. 4. Kuran, T. 2005. The logic of financial westernization in the Middle East. <i>Journal of Economic Behavior &amp; Organization</i>, 56: 593-615.</p>
<b>4</b>	Wed 21 Mar 10:30-13:20	<p><b>Early approaches to global strategic thinking</b></p> <p><u>Readings</u> 1. Perlmutter, H. 1969. The tortuous evolution of the multinational corporation. <i>Columbia Journal of World Business</i>, 4:9-18. In Prasad, S B and Ghauri, P, (Eds). 1995. <i>International Management: A Reader</i> London, Dryden Press</p>

<b>Week</b>	<b>Date/ Time</b>	<b>Topics and Assigned Reading</b>
	Wed 21 Mar 10:30-13:20	<p>2. Levitt, T. 1983. The globalization of markets. <i>Harvard Business Review</i>, May-June, 92-102. In Prasad, S B and Ghauri, P, (Eds). 1995. <i>International Management: A Reader</i> London, Dryden Press</p> <p>3. Hedlund, G. 1986. The modern MNC – A heterarchy? <i>Human Resource Management</i>. 25 (1): 9-35.</p> <p>4. Drucker, P. 1997. The global economy and the nation state. <i>Foreign Affairs</i>, Sept-Oct: 159-171.</p>
<b>5</b>	Wed 28 Mar 10:30-13:20	<p><b>Current global strategy research</b></p> <p><u>Readings</u></p> <p>1. Chng, P. &amp; Pangarkar, N. 2000. Research on global strategy. <i>International Journal of Management Reviews</i>, 2(1): 91-110.</p> <p>2. Hitt, M., Bierman, L., Uhlenbruck, K. &amp; Shimizu, K. 2006. The importance of resources in the internationalisation of professional service firms: The good, the bad, and the ugly. <i>Academy of Management Journal</i>, 49(6): 1137-1157.</p> <p>3. Hitt, M., Franklin, V. &amp; Zhu, H. 2006. Culture, institutions and international strategy. <i>Journal of International Management</i>, 12: 222-234.</p> <p>4. Peng, M. &amp; Zhou, J. 2006. Most cited articles and authors in global strategy research. <i>Journal of International Management</i>, 12: 490-508.</p>
<b>6</b>	Wed 4 Apr 10:30-13:20	<p><b>Group presentations on group assignment</b></p> <p><b>Note: Group Assignment Due Thursday 5 April</b></p>
<b>7</b>	Wed 25 Apr	ANZAC Day - <b>No class</b>
<b>8</b>	Wed 2 May 10:30-13:20	<p><b>China</b></p> <p><u>Readings</u></p> <p>1. <i>The McKinsey Quarterly</i>. Nov 2006. China's and India's financial systems: A barrier to growth. 1-11.</p> <p>2. <i>The McKinsey Quarterly</i>. May 2006. Lessons from a global retailer-</p>

<b>Week</b>	<b>Date/ Time</b>	<b>Topics and Assigned Reading</b>
	Wed 2 May 10:30-13:20	<p>An interview with the president of Carrefour China. 71-81.</p> <p>3. Buckley et al. Forthcoming. The determinants of Chinese outward foreign direct investment. <i>Journal of International Business Studies</i>, 1-53.</p> <p>4. Zweig, D. &amp; Jianhai, B. 2005. China's global hunt for energy. <i>Foreign Affairs</i>, Sept-Oct. 25-38.</p>
<b>9</b>	Wed 9 May 10:30-13:20	<p><b>India</b></p> <p><u>Readings</u></p> <p>1. Das, G. 2006. The India Model. <i>Foreign Affairs</i>, July-Aug. 2-16.</p> <p>2. Pandit. R. 2005. What's next for Tata Group: An interview with its chairman <i>The McKinsey Quarterly</i>. 4: 61-69.</p> <p>3. <i>The Economist</i> June 3, 2006. Now for the hard part: A survey of business in India. 1-18.</p> <p>4. <i>Next stop India: A guide for New Zealand Business</i>. 2006. Asia New Zealand Foundation, Wellington.</p>
<b>10</b>	Wed 16 May 10:30-13:20	<p><b>The impact of terrorism on global business strategy</b></p> <p><u>Readings</u></p> <p>1. Czinkota, M., Knight, G., Liesch, P. &amp; Steen, J. 2005. Positioning terrorism in management and marketing: Research propositions. <i>Journal of International Management</i>, 11: 581-604.</p> <p>2. McIntyre, J. &amp; Travis, E. Global supply chain under conditions of uncertainty: economic impacts, corporate responses, strategic lessons. In Suder, G. (Ed.) 2006. <i>Corporate Strategies Under International Terrorism and Adversity</i>. Edward Elgar: Cheltenham, UK.</p> <p>3. Dimanche, F. 2004. The tourism sector. In Suder, G. (Ed.) <i>Terrorism and the International Business Environment: The Security-Business Nexus</i>. Edward Elgar: Cheltenham, UK.</p>
<b>11</b>	Wed 23 May 10:30-13:20	<p><b>SMEs in global business</b></p> <p><u>Readings</u></p> <p>1. Garengo, P., Biazzo, S. &amp; Bititci, U. 2005. Performance measurement systems in SMEs: A review for a research agenda. <i>International Journal of Management Reviews</i>, 7 (1): 25-47.</p> <p>2. Fuller-Love, N. 2006. Management development in small firms. <i>International Journal of Management Reviews</i>, 8 (3): 175-190.</p> <p>3. Dowling, P. et al. 2001. Strategies in exporting firms: A study of Australian small to medium enterprises exporting to Asia. <i>Journal of</i></p>

<b>Week</b>	<b>Date/ Time</b>	<b>Topics and Assigned Reading</b>
		<p><i>the Australian &amp; New Zealand Academy of Management</i>, 6 (2): 1-19.</p> <p>4. Wilkinson, T. &amp; Brouthers, L. 2006. Trade promotion and SME export performance. <i>International Business Review</i>, 15: 233-252.</p>
<b>12</b>	Wed 30 May 10:30-13:20	<p>1. <b>Future issues influencing global strategy</b> 2. <b>Course review</b></p> <p><u>Readings</u></p> <p>1. Grobbel, C. et al. 2004. Preparing for a low-carbon future. <i>The McKinsey Quarterly</i>. 4: 79-87.</p> <p>2. Tan, W. &amp; Enderwick, P. 2006. Managing threats in the global era: The impact and response to SARS. <i>Thunderbird International Business Review</i>, 48 (4): 515-536.</p> <p>3. Blair, T. 2007. A battle for global values. <i>Foreign Affairs</i>, Jan-Feb. 79-90.</p>

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### **Expected Workload**

You should expect to spend up to 14 hours per week on independent study for this course.

Attendance at classes:	3 hours per week
Reading and reviewing:	4-6 hours per week
Assignments:	3-5 hours per week

It is very important that you keep up with the course readings, as this is a fast-paced course, covering a lot of material.

### **Readings**

#### Prescribed Text

There is no prescribed text for this course. Students who feel they would like to update their knowledge of strategic management may wish to consult a copy of the following text:

Hanson, D., Dowling, P., Hitt, M., Ireland, R. & Hoskisson, R. 2002, *Strategic Management: Competitiveness and Globalization*, (Pacific Rim Edition). Melbourne: Thomson Learning Australia.

(or another strategic management text of your choice).

## Recommended Reading

In addition to the use of books in the VUW Library, you are encouraged to read articles from scholarly journals. Some key journals in the International Business discipline are as follows:

*Academy of Management Journal*  
*Academy of Management Review*  
*Asia Pacific Journal of Management*  
*California Management Review*  
*International Business Review*  
*International Journal of Human Resource Management*  
*International Studies of Management & Organization*  
*Journal of International Business Studies*  
*Journal of International Management*  
*Journal of Management & Organization*  
*Journal of World Business*  
*Management International Review*  
*Organization Science*  
*Strategic Management Journal*  
*Thunderbird International Business Review*

You should also read the business section in local NZ newspapers and business magazines that report business issues in a serious way such as *World Business*, *Fortune* and *Business Week*.

## Materials and Equipment

No additional equipment will be required for this course. No additional materials will be permitted during the final examination

## Assessment Requirements

Your final mark will be comprised of individual and group work. Individual assessment accounts for 70% and group work for 30% of your final mark. A breakdown of the final mark and description of each piece of assessment follows.

Individual assignment	40%
Group assignment	20%
Group assignment presentation to class	10%
Overall individual contribution to class discussion	10%
Final examination	20%
<b>Total</b>	<b>100%</b>

## Group Assignment

Part of your assessment will require group work. By Week 2, you will be asked to form groups of 3-4 students with whom you will work on this assignment, and hand in a list of members of your group to the Course-Coordinator. You should expect to meet with your group at least once per week outside class.

The task for each group will be to read and review the New Zealand Institute Discussion Paper, *The flight of the kiwi: Going global from the end of the world*. You will be given a black and white copy of this paper, but, if you wish to see this paper in its impressive colour format, go to the NZI website at the following address:

[www.nzinstitute.org/index.php/globalnzeconomy/paper/the\\_flight\\_of\\_the\\_kiwi/](http://www.nzinstitute.org/index.php/globalnzeconomy/paper/the_flight_of_the_kiwi/)

Two specific outputs are required for this group assignment:

1. What, in your view, are the key messages of this discussion paper? (40% of marks)
2. Provide a critique of the recommendations made in this discussion paper. Are these recommendations achievable? What issues or recommendations did the discussion paper not address, but should have done? (60% of marks)

Your group assignment should be a maximum of 4000 words, including references and key figures -- (approximately 16 A4 pages using at least 1.5 spacing and no smaller than 11 point font). Up to 10 additional pages of appendices may be attached to the assignment.

Each group is required to give a presentation to the class on **Wednesday 4 April**. This presentation will constitute 10% of the total assessment for the course. Further information on the length of the presentation will be provided at the start of the course.

The group assignment will be 20% of the total assessment for the course and must be submitted by **Thursday 5 April** to the School of Marketing & International Business reception on the 11<sup>th</sup> Floor of Rutherford House.

A cover sheet will be provided to each group, which must be signed by all group members when the assignment is submitted, acknowledging that the mark for this assignment is a common mark for all group members and that all members have contributed to this work.

## Individual Assignment: Journal Article Critique

Students are required to submit an individual assignment, which will be 40% of the total assessment for the course. The topic of the assignment is to critique the following journal article:

D. Brock, T. Yaffe & M. Dembovsky. 2006. International diversification and performance: A study of global law firms. *Journal of International Management*, Vol 12; pp 473-489.

A copy of this article will be handed out at the first class meeting. Students are encouraged to consult the research literature on this topic when preparing this assignment. There will be

further discussion on the requirements for this assignment during class. An example of the marking sheet that will be used for this assignment appears at the end of this course outline.

#### Specific outputs required for this individual assignment:

1. Describe and summarise the key arguments and finding of this research article. (25% of marks)
2. Provide a critique of the article in terms of the clarity of ideas, adequacy of the literature review and specification of the research goals of the article, adequacy of the data collection and data analysis processes, an assessment of the overall empirical methods and approach utilized in the study, and the overall contribution of the article to future research on this specific topic of global law firms and the globalization of services in general. If you were going to replicate this study, what should be changed or improved? (75% of marks)

This individual assignment should be a maximum of 5000 words including references and key figures -- (approximately 20 A4 pages using at least 1.5 spacing and no smaller than 11 point font). Up to 10 additional pages of appendices may be attached to the assignment.

The individual assignment must be submitted by **Friday 18 May** to the School of Marketing & International Business reception on the 11<sup>th</sup> Floor of Rutherford House.

#### **Final examination**

The final examination (20% of the overall assessment for the course) will be a written examination (2 hours) and will cover the key issues discussed in the course. Students will be required to answer 2 of 4 essay questions. All questions will be of equal assessment value.

#### **Penalties**

Penalties of 5% of stated assessment for the assignment for each day after the stated submission date may be incurred for late submission of work or exceeding specified word limits.

#### **Mandatory Course Requirements**

You are required to obtain an overall mark of at least 50%, and a mark of 50% on the final examination to pass this course.

#### **Communication of Additional Information**

Additional information or information on changes will be conveyed to students via email.

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

##### Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services 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 Student and Academic Services Office on (04) 463 5376.



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

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to [www.vuw.ac.nz/policy](http://www.vuw.ac.nz/policy).

For information on the following topics, go to the Faculty's website [www.vuw.ac.nz/fca](http://www.vuw.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support
- Notice of Turnitin Use

### **Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email [manaaki-pihipihinga-programme@vuw.ac.nz](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.

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**Individual Assignment Evaluation Summary**

This evaluation form is designed to give you a summary of your assessment for this assignment. It is also intended to provide you with a guide to improving the standard of future work. Please note that, whilst *analysis criteria* are of prime importance, the criteria listed are not necessarily of equal weighting, nor are they all-inclusive.

<b>Criterion</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Satisfactory</b>	<b>Poor</b>
<b><u>Analysis</u></b>					
Demonstrated understanding of issues					
Structure and clarity of argument					
Depth of conceptual analysis					
Use of literature					
<b><u>Presentation</u></b>					
Standard of expression					
Spelling, punctuation					
Referencing					
Overall standard of presentation					

**Comments:**