

School of Marketing and International Business

IBUS 305
DYNAMIC STRATEGY AND STRUCTURE IN
INTERNATIONAL BUSINESS

Trimester ONE 2008

COURSE OUTLINE

Contact Details

Course Coordinator: **Dr. Peter Zettinig**

Office: Rutherford House 1112

Email: peter.zettinig@vuw.ac.nz

Telephone: 463-7452

Fax: 463-5231

Office Hours: Mondays 13.30-14.30

Fridays 12.30-13.30

Assistant Lecturer: **Mr. David St. George**

Office: Rutherford House 1129

Email: david.stgeorge@vuw.ac.nz

Telephone: 463- 6486

Office Hours: Mondays 09.30-10.30

Wednesdays 14.30-15.30

Tutors: Contact details to be found on Blackboard.

Class Times and Room Numbers

Lectures: Mondays 15.40pm – 17.30pm, RH LT2

Fridays 15.40pm – 16.30pm, RH LT2

Tutorials: Seven tutorials starting week 2

Final Examination: During Trimester 1 examination period (2nd – 25th June 2008).

1. COURSE OBJECTIVES

IBUS 305 is designed to develop students' competencies in international business strategy and structure. The successful student acquires a comprehensive understanding about how the international business environment generates the context in which international business strategy is formed and realised. The student will learn to distinguish between frameworks suitable for static assessments and dynamic approaches relevant for successful international behaviour.

The more specific cognitive goals for this advanced 300-level course are:

(1) **Knowledge and comprehension** of international business issues, concepts and methods. Provision of **proof** of knowledge of the most relevant concepts and methods and understanding of most pressing issues, (focus on these will be provided in **lectures**); the student who achieves this will be able to pass the course (C, C+).

Practical Relevance: This level of understanding forms the basis for comprehending what internationally active organisations do to successfully adapt to and influence the external environmental.

(2) **Analysis of the international business context and application** of frameworks, tools and methods in solving problems, demonstrating alternative solutions and constructing suggestions for international business strategy, organisational structure and implementation. The **lectures** will provide you with insights into how to develop this type of thinking; the **tutorials**, **collaborative group work** and **assignments** will provide an opportunity to practice these capabilities. 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+).

Practical Relevance: This level of understanding forms the basis for your professional development as an internationally-minded generalist. It will develop your cognitive capabilities to contribute to work in management and strategy consulting firms, support entrepreneurial small- and medium sized firms' top management decisions, open up a vast number of opportunities in multinational corporations and give access to opportunities in a number of related private organisations and public agencies.

(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. and 2.) and will **repeatedly** demonstrate cognitive abilities of evaluation and synthesis. Evaluation means, for instance, that the student is able to judge the effectiveness of certain strategies in different environments and recommend alternative courses of action. Synthesis involves, as examples, the design of a strategic proposition, the development of a sound logical hypothesis, and syntheses of different approaches in order to generate new solutions. The **lectures** will demonstrate, on regular basis, how such high-level thinking can be developed and will provide you with paths that challenge your personal development in this direction. A number of **tutorials** will serve you with an interactive environment in which you will be able to practice these capabilities under the guidance of experienced tutors. All assignments and the final examination are designed to challenge you to adopt and demonstrate this way of thinking. Extensive **feedback** on all your assignments will aim to identify your *personal room* for improvement.

Practical Relevance: Achieving this very high level of cognitive capacity will provide you with exceptional capabilities, which will be recognised beyond the pure grade and will be highly rewarded in your personal career. This high level thinking should be your personal aim and this course should be seen as the starting point for your life-long development to become a critically strategic thinker, who is able to communicate clearly complex ideas to an audience who might not be of the same level of understanding and thus generate the leadership that forms one of the most crucial ingredients for the international success of organisations!

You are cordially invited to this challenge! The IBUS 305 team commits to working hard to support your learning toward becoming an ethically thinking professional who is able to find and use relevant information from a broad range of sources. We will try to achieve this by generating an intellectually interesting set up, which challenges you to carry out scholarly enquiry. We will require you to communicate your results and ideas to a very colourful audience, which, we believe, creates a highly beneficial atmosphere, well-positioned to begin your transformation into an internationally thinking strategist.

All pieces of assessment will be directed towards the identification of these three groups of cognitive capabilities and will assess your display of (a) ethically and socially responsible professional behaviour; (b) information literacy; (c) scholarly enquiry; (d) your personal intellectual autonomy; and (e) your communication skills. We will strive to give you extensive feedback for your personal development. For this 300-level course you need to consistently demonstrate a certain level of understanding (as outlined above) in order to attain a range of grades (as outlined above). Aside from the demonstrated capabilities through your internal course work and examination performance, your final grade will be determined according to your development throughout the course!

2. COURSE CONTENT

The course aims at generating a holistic picture of the strategic challenges of internationally operating organisations 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 will cover the following contents and questions during lectures, collaborative learning groups, tutorials, discussions and assignments. They will become our framework to developing the cognitive objectives outlined above:

- (1) **The firm and strategy.** What is the firm and what does it do? Why are firms different? What is strategy? Why do we need to study global strategy? How might the learning in this course affect my professional career? [compare: CH1]
- (2) **Leveraging resources and capabilities.** How can a firm's internal resource-base be used to create value to external stakeholders? How can I as a professional

benefit from that? How will my learning of this potentially make a difference to the communities I am going to serve? [compare: CH3]

- (3) **Competition in industries.** What is an industry? How do firms find their position? How do they decide ‘*where the value comes from?*’ Why is it important for me to understand industries and value creation? [compare: CH2]
- (4) **Institutional environments, strategic choices and ethics.** How can institutional environments influence industries? How can it influence the structure and the strategic choices of firms? What will I need to develop in order to acknowledge the institutional environments’ influence on my organisation’s task environment? [compare: CH4]
- (5) **Internationalisation of the entrepreneurial firm.** What are the different ways to understand the processes necessary to internationalise organisations? Which core characteristics of firms might influence these processes? How might entrepreneurial strategies differ from more managerial approaches? Does my personality and training generate behavioural differences in that respect and how could I use them for my advantage? [compare: CH5]
- (6) **International entry modes.** Which firms decide to go international and why? Which markets would they enter and how do they identify them? How do these firms enter foreign markets? When? For me as an aspiring organisational leader how can I benefit from understanding about all these decisions? [compare: CH6]
- (7) **Inter-firm organisation, networks and alliances.** Why do firms cooperate? With whom do they choose to cooperate? How do they cooperate? What are the benefits/problems? Why is it important for me as future manager/entrepreneur to understand the most important factors underlying these decisions? [compare: CH7]
- (8) **Different paths to international business success.** How are global integration, local responsiveness, learning and innovation related to each other? Understanding everything from lecture 1 – 7, how can we build a framework for developing different international strategies? What implications does this generate for organisational structures? *If I completely understand this session, I will get in touch with Peter & David to ask for a more challenging route! If I have troubles understanding this session I will review the first seven weeks and have another go. If that fails, I will get in touch with Peter & David to ask for help!* How will this understanding allow me to lead organisations to international success? [compare: CH10]
- (9) **Managing global competitive dynamics.** How do firms challenge their competitors? What are the ways in which they react to these challenges? In what ways do firms align with their competitors? Is there a good balance between

looking at what the competition is doing and finding the own best way? How will I be able to support my future organisation with this knowledge?[compare: CH8]

- (10) **Corporate strategies.** How do corporations decide which businesses to engage in? What is the role of acquisitions? What are the challenges of restructuring of portfolios? What is the difference between managing a ‘business’ from managing a ‘corporation’? Which type of skill sets will I need to develop to become a business or corporate leader? [compare: CH9]
- (11) **Stakeholders, governance and social responsibility.** Who are the stakeholders of a corporation? How do they affect corporate strategies? How are they formally and informally represented in the corporation? What is the social responsibility of a corporation? What are possible ethical issues I might face in my own future concerning managerial practice? [compare: CH11&12]
- (12) **Looking ahead.** What is global strategy? Reviewing what we have learned, what is your personal prospect in the globalising world? Which trends should we keep an eye on? What careers do we want to embark? [compare: CH1-12+]

3. COURSE STRUCTURE

3.1 Lectures

In order to succeed in getting a sustainable advantage for your personal development in this course, there is absolutely no substitute for attendance at lectures! Lectures are not compulsory but highly recommended for those who wish to prepare themselves for a meaningful professional career.

Preparation for lectures: A good way to prepare for lectures is by reading the opening cases for each chapter found in our textbook (Peng, 2006).

Structure of lectures: The lectures are structured to commence with a set of opening questions, which build the framework for the week’s work. We then discuss briefly the implications of the Opening Case of the week (cf. Peng, 2006). After reviewing the case, we will try to develop means for understanding the content and questions. Through developing our common knowledge and expanding on the content we will seek ways for utilising these in analysing given situations, elaborate on ways to apply them to useful purposes and develop means for constructing our own synthesis or evaluating others.

The lectures will close with a set of **questions** will be the input to your work in collaborative working groups, wikis and your tutorials.

3.2 Expected Workload

The expected workload is at minimum 10 hours per week (4 contact hours; readings and preparations 2 hours; work in collaborative working groups 2 hours; work on assignments 2 hours).

3.3 Textbook and Readings

Text: Peng, Michael W. (2006) **Global Strategy**. Thompson South-Western.

Additional: Any books about ‘*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 reference.

Articles: The high aiming student is encouraged to use our library’s electronic databases to find electronic journal articles. Practicing this will be **highly rewarded** in terms of obtaining information literacy skills (important for life-long learning) and will result in substantial rewards in every assessment!

Blackboard: Additional materials will be found on Blackboard (Sections: ‘*Related Journal Articles*’, and ‘*In the News*’).

3.4 Assessment

IBUS 305 is designed to align **Course Objectives** with **Assessment** and **Feedback**! That means that we are going to assess your level of understanding and your personal development throughout the course in terms of (a) knowledge and understanding; (b) analysis and application; and (c) evaluation and synthesis (compare with course objectives above). For each written assignment, you will receive extensive feedback, which will indicate your position in this framework, and you will get an indication for ‘areas of improvement’. The different pieces of assessment and feedback (for internal course work) are as follows:

Task	Weight	Submission Due Date
Group Project		14 th April 2008
-Overall Component	15%	
-Individual Component	5%	
Individual Assignment	20%	23rd May 2008
Tutorial Participation	10%	Ongoing in Tutorials
Tutorial Wiki		
Group Component	5%	Evaluated in the end of the course
Individual Contribution	5%	Evaluated in the end of the course
Coursework	60%	T1
Final Examination	40%	Examination Period T1 (2 nd -25th June)

3.4.1 Group Project (20%): Case Research

A group working on this project will be comprised of 5 individuals from the same tutorial group. Your task is to choose one of the following five firms and to find a meaningful 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 of the firm. Analysis of the firm’s historic development over a well-chosen timeframe.
- (2) Selection and definition of measures documenting the firm’s international success (i.e. innovativeness, growth, competitiveness).
- (3) Formulate your ‘theory’ of why the firm has been successful (i.e. propose a logical set of arguments, hypotheses).
- (4) Support your ‘theory’ with evaluation of the firm’s courses of action, utilise concepts you learned in this or other courses, underline these with facts, and enrich them with your own ideas.
- (5) Present a conclusion of ‘determinants of international success’ which served this firm and present implications for how these findings could be transferred, i.e. to other firms or even other industries.
- (6) A well-structured text that has the power to lead the reader throughout and which indicates a high level of information literacy (rich in sources, correctly referred) will be rewarded.

While your work will be evaluated on the inclusion of these criteria, the overall assessment will seek to identify your level of understanding in terms of utilisation of knowledge based on our cognitive course objectives (evaluation & synthesis; analysis & application; knowledge & understanding).

The following firms can be chosen once in each tutorial: (1) VESTAS Wind Power Solutions, Denmark; (2) HUGO BOSS of Germany; (3) NZP – New Zealand Pharmaceuticals Limited; (4) MONSANTO of United States of America; (5) TATA MOTORS of INDIA; (6) CLUB MED of France; (7) Sephora of France.

This research paper is designed to engage a small group of students to cooperatively work on a common outcome. To minimise free riding, encourage collaboration and team work each group gets an overall mark for this assignment (worth 15%) and each member will get an individual component, worth 5%. In order to determine each group member’s contribution in the overall assignment each group member will provide a *reflective* paragraph outlining the own input into preparing this paper (appendix). The learning from this project’s process (in terms of finding, compiling and synthesising of information) will inform a *significant* part of your final examination (=25% or more)! The group research project is **due by the end of day on the 14th April, 2008**. The length of the document will be appropriately chosen by the collaborative group

(just for indicative purposes: previously well-rounded papers consisted of around 3000 words). Submission is via Blackboard (by midnight on due day).

3.4.2 Individual Assignments (25%)

The individual assignment is designed to challenge your thinking and to produce a well-informed essay responding to the following task:

Select a globally relevant industry of your interest from the following list. Before commencing with research, be sure to define the core and boundaries of the industry you try to capture! Then, analyse the key factors that influence growth and survival of firms in this industry. Apply useful concepts, frameworks and theories in order to draw a convincing picture of this industry (i.e. what are the different forces in this particular industry; which firm resources can generate a basis for competitive advantage; how do firms structure their value chains; how do institutional environments influence the players in the industry). Evaluate trends (i.e. what are the opportunities that exist in this environment; which are threats the firm needs to address; how do long term changes such as demographics influence the industry's development; how can technological changes influence the requirements...), which you find to be most critical for the international success in the future of this industry. Based on your assessment, develop criteria which, in your opinion, will lead firms to succeed (=strategy) in this industry over the span of next decade. Choose one of the following industries: (1) Global Solar Power Technology Industry (photovoltaic); (2) International Aerospace Industry; (3) Chinese Car Manufacturing Industry; (4) New Zealand's Wine Industry; (5) Global Tobacco Industry; and (6) Formula One.

Other than the group assignment, where you try to understand success based on the history of a chosen firm, this assignment will challenge you to develop an understanding about how external environmental conditions and internal resources within a particular industry determine an array of opportunities for successful courses of action.

Excellent pieces of work will include the following aspects. Most successful students will find a way to:

- (1) Define the industry chosen and describe what characterises the industry and its players.
- (2) Apply useful concepts to build a framework for understanding the nature of this industry allowing you to categorise key factors for growth and survival in this industry.
- (3) Identify industry expert sources (i.e. academic articles, professional journals and magazines), which discuss the most influential trends that influence the future development of this industry.
- (4) Analyse these trends' implications for the individual firm in the industry.
- (5) Develop a theory of firms' success that convincingly links required internal resource endowments, industry specificities and environmental factors.
- (6) Develop a structure in your document, which assists the reader to get a quick overview of the most important core findings. Guide the reader through your arguments. Demonstrate an ability to find relevant and useful information from a variety of sources.

The individual assignment is designed to challenge your thinking and to assist you in developing your generalist strategic mind. You will choose an appropriate length for your individual work (depending on the industry, your structure, the engagement of the six aspects discussed above). Submission will **be via Blackboard by midnight on the 23rd May**, 2008.

3.4.3 Tutorials (10%)

Tutorials (starting in week 2, commencing on the 3rd of March, consisting of 7 sessions: check schedule) are designed to support your learning in collaborative groups. It has the purpose of facilitating peer-learning. It is a superior way of making sense of and integrating new contents. To achieve this you will team up in groups of five students and form a learning unit for the duration of this course.

Preparation: In order to utilise tutorials sensibly you will arrange a meeting with your collaborative group before each tutorial! In these meetings, you will review the contents of the past lectures (especially the questions), the readings and chapters in the textbook since your last meeting. During the lectures, you will get questions that are designed to facilitate your learning. Discuss these questions, come up with individual/collective answers and prepare a 15-minute group presentation for each tutorial. Further, provide documentation of your individual/collective findings in your own CWG Wiki on Blackboard.

The tutor will ask your group to present your conclusions in the tutorials, to comment on others, discuss and evaluate the performance of presenting groups. The objective of this exercise is to construct new knowledge and to develop higher levels of understanding. Aside from this, it will help to identify any misconceptions that you might have, which, in turn, will be addressed at the following lectures. The sum of these peer-evaluations, together with your overall engagement in tutorials, will inform the tutor to give you a tutorial mark as a group, worth 10%.

Tutorial participation: You are required to participate in all tutorials! Except for good reasons (i.e. physician's statement documenting your sickness, etc) not participating in all tutorials reduces your final overall grade by 5%.

3.4.4 WIKI

All collaborative learning groups will produce their own WIKI on Blackboard. A WIKI is a document that is accessible and editable by all members of a group. The first tutorial will guide you through the process. The content of this WIKI is your collaborative working group's take on the questions you will get during lectures. Because WIKIs are a very good, virtual and interactive way of communication and collaborative learning we will assess the collaborative working group's output as a whole (weight 5%) and we will also assess each participant's personal contribution to their WIKI (weight 5%).

The creation of this document will enhance your learning and will be evaluated in the light of how well your WIKI illustrates your personal/collective use of knowledge from lectures, textbooks and other sources – thus dramatically reduces your preparation time for the final examination. The following simple assessment framework will be applied. The WIKI is:

- (B) Good enough
- (A) Better than good
- (C) Worse than good
- (D,E) Substandard

The tutors' evaluation of your learning development through WIKI will therefore be composed by a group and an individual component, in sum carrying a **weight of 10%**.

Tutors: IBUS 305 employs highly qualified and motivated tutors who are your first point of contact for all types of questions.

3.4.4 Final Examination

The final examination accounts for **40% of the final grade** for this course. Students who regularly attend lectures will have great advantages in the examination, because that is the place where we will have worked on developing our cognitive capabilities (as outlined in the course objectives).

Besides that, a quarter of the challenges (=25% of the exam marks) in the exam may be directly linked to the group research project (assignment one). This project will generate substantial advantages for students who have actively and intensively contributed.

Assignment two (individual) will contribute the background information that will allow you to produce outstanding responses to a further 25% of the exam marks. The remaining 50% of the exam will be best prepared by engaging in your collaborative learning groups and tutorials.

3.4.5 Penalties

Late submissions of any assignment will lead to a penalty of 5%. The due date outlined above is the due date of submission. Submission will only be accepted through Blackboard on the due day (until midnight). 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, and tutor's name, tutorial time and room. We are going to use software to identify plagiarism.

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.

3.3.6 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 examination** and you need to have a **minimum of 50% overall** (the weighted sum of all assessments).

3.4.7 Note on Referencing

You are expected to consult the literature in preparing all assignments and tutorial work (including Wikis), to apply the concepts and theories from the course, and to reference your

sources appropriately. Follow the referencing guidelines of the Journal of International Business Studies (www.jibs.net) when citing your sources. Do not rely solely on the textbook and Internet sources, but make a concerted effort to consult academic journals when writing your papers.

4. COMMUNICATION

4.1 Blackboard

In this course, we are going to use Blackboard for a number of purposes. You will find all kinds of additional information, an **outline of lecture** notes (mostly consisting of questions), 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.

Discussion boards will be used for general questions (i.e. concerning administrative matters, content, and levels of understanding).

Each collaborative working group will develop a **WIKI**, a continuously evolving document that responds to the specific questions introduced during the lectures.

5. OTHER INFORMATION

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.

For information on the following topics, go to the Faculty's website 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 or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

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IBUS 305
Lecture and Tutorial Schedule 2008

Sessions	Week Beginning	Topic	Preparations	Tutorials	Deadlines & Activities
1	25 February 2008	INTRO to IBUS 305; The firm & strategy	Familiarise yourself with the course outline (Bb)!	NONE	<i>Tutorial Sign-up (to be advised in Lecture 1)</i>
2	3 March 2008	Leveraging Resources & Capabilities	TXTBK: CH3	T1 Collaborative Groups	<i>Form Groups</i>
3	10 March 2008	Competition in Industries	TXTBK: CH2	T2 Group Presentations	
4	17 March 2008	Institutional Environments, strategic choices & ethics	TXTBK: CH4	T3 Group Presentations	<i>T3: Integrating Knowledge (Lecture 1-4)</i>
5	24 March 2008	Collaborative Group Challenge	TXTBK: CH 1-4	<i>T3 Group Presentations</i>	<i>Alternative Fri –T3 due to Holidays</i>
6	31 March 2008	Internationalisation of the Entrepreneurial Firm	TXTBK: CH 5 Assignment 1 Q&A	T4 Group Presentations	<i>T4: Integrating Knowledge (Lecture 4-5)</i>
7	7 April 2008	International Entry Modes	TXTBK: CH6	NONE	14 April Group Project
8	28 April 2008	Inter-firm Organisation, networks & alliances	TXTBK: CH7	T5 Group Presentations	<i>T4: Integrating Knowledge (Lecture 5-8)</i>
9	5 May 2008	Global Integration, Local Responsiveness, Learning & Innovation	TXTBK: CH10	T6 Group Presentations	<i>T5: Integrating Knowledge (Lecture 8-9)</i>
10	12 May 2008	Managing Global Competitive Dynamics	TXTBK: CH8 Assignment 2 Q&A		<i>T6: as usual</i>
11	19 May 2008	Corporate Strategies & Stakeholders, governance and social responsibility	TXTBK: CH 9, 11&12	T7: Group Presentations	<i>T7:as usual</i> 23. May Individual Assignment
12	26 May 2008	You and IB Strategy: Looking Ahead	TXTBK: CH1-12+	NONE	