

School of Marketing and International Business

## **IBUS 305 DYNAMIC STRATEGY & STRUCTURE**

Trimester One 2009

### **COURSE OUTLINE**

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#### **Contact Details**

**Course Coordinator:** Dr. Joanna Scott-Kennel, Rutherford House 1110  
Telephone 64 4 463 6913  
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Office Hours: Mondays 2.30-3.30pm, Wednesday 2.30-3.30pm

**Assistant Lecturer:** David St. George, Rutherford House 1128  
Telephone 64 4 463 6486, e-mail [david.stgeorge@vuw.ac.nz](mailto:david.stgeorge@vuw.ac.nz)  
Office Hours: Tuesday 2.30-3.30pm

**Guest Lecturer:** Professor Udo Zander

**Trimester Dates** Monday 2 March to Wednesday 1 July 2009

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

**Lectures:** Monday 12.40 – 2.30pm GBLT2  
Wednesday 12.40 – 1.30pm GBLT2

**Tutorials** Six tutorials starting week 3 (see schedule below)

**Final examination period:** Friday 12<sup>th</sup> June – Wednesday 1<sup>st</sup> July

Please note that students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

**Withdrawal dates:** Information available via  
<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

## Course Content

This course explores the dynamic relationship between organisational capabilities, strategy formulation and the corresponding structure employed within international business, examining strategies for growth through internationalisation, exporting, co-operative inter-firm agreements and evolution of traditional hierarchical structures.

## Course Learning Objectives

It is expected that you will attain the following learning outcomes in this course:

- Review the most relevant concepts and methods in international strategy and organisation (assessed in tutorials and the exam).
- Explain and interpret the key elements of international business strategies (assessed in tutorials and the exam).
- Apply frameworks, tools, and methods to solve problems, demonstrating alternative solutions and constructing solutions for international business strategy, organisational structure, and implementation (assessed in the group case study)
- Assess the effectiveness of certain strategies and organisation structures in different environments and recommend alternative courses of action (tutorials and group case study).

## Expected Workload

You should expect to spend at least 15 hours per week on independent study for this course.

Attendance at classes (including tutorials):	3-4 hours per week
Reading and reviewing:	3-4 hours per week
Group work	2-3 hours per week
Assignments:	4-5 hours per week

## Readings

The required text for this course is: Akoorie, M. E. M. and Scott-Kennel, J. (2005). *International Business Strategy: A New Zealand Perspective*. Pearson Education;

We will also be using selected readings and cases from: Bartlett, C. A., Ghoshal, S. and Birkinshaw, J. (2006). *Transnational Management: Text, Cases & Readings in Cross-Border Management*. McGraw-Hill. These will be made available via Blackboard rather than student notes.

An alternative textbook, providing complementary insights to the topics covered in this course from the resource and institutional perspective, is Peng, Michael W. (2006). *Global Strategy*. Thompson South-Western.

All textbooks are available at Pipetea Book shop and are also in the library on closed reserve. Additional readings can be found via the library electronic databases (see below) and may be assigned at the discretion of the course lecturer throughout the course.

## Materials and Equipment

The textbooks provides the starting point for reading. This should NOT be considered the minimum necessary to complete assignments. Students are encouraged to make use of printed media (newspapers, magazines), academic material (journals and books), and resources available on the web (library databases, web pages of universities, companies, and international organisations, and media-related sites) as additional sources of reading and reference material. Additional references and reading material can be obtained from:

- the bibliographies of the textbooks,
- library electronic databases such as Proquest or Expanded Academic ASAP,
- the ibresources website at [www.vuw.ac.nz/ibresources](http://www.vuw.ac.nz/ibresources) ,
- [www.globaledge.com](http://www.globaledge.com), or [www.scholar.google.com](http://www.scholar.google.com) or
- Blackboard.

## Assessment Requirements

A breakdown of the final mark and description of each piece of assessment follows.

Group Case Study Project		20%	
Proposal	*		(Due before tutorial 3, Week 5)
Analysis (individual marks)	5%		(Due 29 April 12 noon via email)
Final Report (group mark)	15%		(Due Wed 3 June 12 noon via email)
Tutorial assignments (4)*		20%	(Due before your tutorial)
Attendance & participation		10%	
Final examination		50%	
<b>Total</b>		<b>100%</b>	

Information on individual pieces of assessment will be provided in class and on Blackboard. Attendance and participation in both tutorials *and* lectures will be recorded and a mark given accordingly.

\* Note the tutorial assignment for week 3 is the presentation of your Group Case Study Project Proposal which accounts for 5% of your total mark.

## Penalties

Late assignment submissions will incur a penalty of 5% per day. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided.

Any student caught cheating on an assignment or examination will receive an automatic mark of zero (0) and/or disciplinary actions may be taken under the Statute on Student Conduct. This includes plagiarism. You are strongly advised to consult the **Academic Integrity and Plagiarism** policy website at: [www.vuw.ac.nz/home/studying/plagiarism.html](http://www.vuw.ac.nz/home/studying/plagiarism.html).

## **Mandatory Course Requirements**

You are required to obtain an overall mark of at least 50%, and obtain a minimum mark of 40% in the final examination to pass this course.

## **Communication of Additional Information**

Any additional information or changes will be posted on the IBUS 305 Blackboard website: ([www.blackboard.scs.vuw.ac.nz](http://www.blackboard.scs.vuw.ac.nz))

## **Course Lecturers**

Joanna Scott-Kennel is a Senior Lecturer and has been teaching and researching in the area of international business for over ten years. In addition to the text on international business strategy adopted by this course, she has published several book chapters, articles and conference papers in the areas of foreign investment, inter-firm linkages and development, privatisation, emerging markets, investment policy issues in New Zealand, business networks, and the internationalisation of small to medium sized firms. She has also been involved in course development and teaching at the Open University of Hong Kong, the University of Waikato, Helsinki School of Economics, Finland and Ritsumeikan University, Kyoto.

David St. George is an Assistant Lecturer in International Business, and is currently completing his PhD examining multimarket competitive interaction in the commercial airframe industry.

Udo Zander is Professor and Director of the Institute of International Business, IIB, at the Stockholm School of Economics, SSE. Udo has also been Dean of Doctoral Programs at the Stockholm School of Economics, enrolling some 200 PhD students, and a member of the Executive Committee of the European Doctoral Programmes Association. He is currently a visiting professor at Victoria University of Wellington, New Zealand.

### IBUS 305 Detailed Course Schedule TRIMESTER 1 2009

Week	Date	Topic	Lecturer	Due	Akooie & S-K (2005)	Bartlett et al. (2006)	Peng (2006)
<b>1</b>	2 Mar	Introduction to the course and international business strategy	J Scott-Kennel		Intro Chap 1	Chap 1	Chap 1
	4 Mar	<b>Topic 1:</b> Competitive advantage, leveraging resources & capabilities	J Scott-Kennel		Chap 8		Chap 3
<b>2</b>	9 Mar	<b>Topic 2:</b> Change management in the international business environment	U Zander		Chap 2, 3	Chap 2	Chap 2
	11 Mar	<b>Topic 3:</b> Competitive strategic positioning in international industries	J Scott-Kennel		Chap 8		Chap 4
<b>3</b>	16 Mar	<b>Topic 4:</b> The internationalisation process Drivers & constraints to SME internationalisation	J Scott-Kennel	<b>Tutorial 1</b>	Chap 4		Chap 5
	18 Mar	<i>(Cont.)</i>					
<b>4</b>	23 Mar	<b>Topic 5:</b> Growth of the MNE, FDI & international strategies	J Scott-Kennel	<b>Tutorial 2</b>	Chap 9	Chap 3	Chap 10
	25 Mar	<i>(Cont.)</i>					
<b>5</b>	30 Mar	<b>Topic 6:</b> Implementing international strategies Structure, organisation and coordination of the MNE	J Scott-Kennel	<b>Tutorial 3</b>	Chap 9	Chap 4	Chap 10
	1 April	<i>(Cont.)</i>					
<b>6</b>	6 April	<b>Topic 7:</b> International market selection, entry & servicing modes Product and service design for international markets	D St George	<b>Tutorial 4</b>	Chap 10		Chap 6
	8 April	<i>(cont.)</i>					
<b>13-24 April</b>		<b>Study Break – no classes</b>					
<b>7</b>	27 Apr	<b>Topic 8:</b> Inter-firm relationships, alliances and cooperative strategies	J Scott-Kennel		Chap 7, 10	Chap 6	Chap 7
	29 Apr	<i>(Cont.)</i>					
<b>8</b>	4 May	<b>Topic 9:</b> International diversification, merger, acquisition and integration	J Scott-Kennel	<b>Tutorial 5</b>	See blackboard		Chap 9
	6 May	<i>(Cont.)</i>					
<b>9</b>	11 May	<b>Topic 10:</b> The MNE as a network and subsidiary strategies	J Scott-Kennel	<b>Tutorial 6</b>		Chap 7	Chap 12
	13 May	<i>(Cont.)</i>					
<b>10</b>	18 May	<b>Topic 11:</b> Managing the knowledge-based firm (services)	J Scott-Kennel			Chap 5	Chap 10
	20 May	<i>(Cont.)</i>					
<b>11</b>	25 May	<b>Topic 12:</b> Strategies for CSR and sustainable business	D St George		Chap 11	Chap 8	Chap 12
	27 May	<i>(Cont.)</i>					
<b>12</b>	1 June	<b>Queens Birthday - No class</b>					

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Week	Date	Topic	Lecturer	Due	Akooie & S-K (2005)	Bartlett et al. (2006)	Peng (2006)
	3 June	Review of the course		Project			