



School of Marketing and International Business

IBUS 305

DYNAMIC STRATEGY & STRUCTURE IN INTERNATIONAL BUSINESS

Trimester One 2010

COURSE OUTLINE

Names and Contact Details

Course Coordinator

Dr. Revti Raman, Rutherford House 1112

Phone 64 4 463 7452, e-mail revti.raman@vuw.ac.nz

Office Hours: Mondays and Thursdays 12.00 – 1.00pm or by appointment

Tutors

Contact details will be notified through Blackboard.

Trimester Dates

Teaching Period: Monday 1st March – Friday 4th June 2010

Study Period: Monday 7th June – Thursday 10th June 2010

Examination Period: Friday 11th June – Wednesday 30th June 2010 (inclusive)

Withdrawal from Courses: Information available via

Withdrawal dates: Late withdrawals with Associate Dean (Students) permission
(See Section 8: Withdrawals - from the Personal Courses of Study Statute)

<http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf>

Withdrawal dates: refunds:

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Class Times and Room Numbers

Lectures: Monday 9.30 – 11.30am GBLT1
Wednesday 9.30 – 10.30am GBLT1

Tutorials: Six tutorials starting week 3 (see Blackboard for details)

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.

Week	Date	Topic	Prior Reading*
1	1 Mar	Introduction to the course and international business strategy, Context of international business strategy – globalisation	Chap 1, 2
	3 Mar	Context of international business strategy – big emerging markets	Chap 3
2	8 Mar	Key players in the international business environment: SMEs and MNEs. SMEs: the internationalisation process, drivers & constraints.	Chap 4
	10 Mar	MNEs: The OLI paradigm and the ‘new age’ MNE	Chap 5
3	15 Mar	Competitive positioning and levels of analysis: Macro (institutions) level analysis – institutions, cultures, ethics	Chap 8
	17 Mar	<i>Continued...</i> Meso (industry) level analysis – managing industry competition	Chap 8
4	22 Mar	<i>Continued...</i> Micro (firm) level analysis – leveraging resources & capabilities	Chap 8
	24 Mar	International business strategy: concept and typologies	Chap 9
5	29 Mar	International business strategy, structure and strategy-structure fit	Chap 9
	31 Mar	<i>Continued</i>	Chap 9
April 5 – 16, 2010 Study Break – No Classes			
6	19 Apr	International market selection, entry & servicing modes - product and service design for international markets	Chap 10
	21 Apr	<i>Continued</i>	Chap 10
7	26 Apr	Inter-firm relationships, alliances and cooperative strategies	Chap 7 & 10
	28 Apr	<i>Continued...</i>	Chap 7
8	3 May	International diversification, merger, acquisition and integration	See Blackboard
	5 May	<i>Continued</i>	
9	10 May	Strategising and global learning	See Blackboard
	12 May	<i>Continued</i>	
10	17 May	International outsourcing / offshoring: strategy and structures	See Blackboard
	19 May	<i>Continued</i>	
11	24 May	Implementing the strategy – building multidimensional capabilities	See Blackboard
	26 May	<i>Continued</i>	
12	31 May	Globalisation, SMEs, MNEs and future of strategy	Chap 11
	2 June	Review of the course and exam clinic	

* Prior reading of these chapters from the required text – Akoorie & Scott-Kennel (2005) – is expected. Readings from relevant chapters of the additional suggested text – Peng (2009) are encouraged. Other additional relevant material will be provided through Blackboard. Any changes in the schedule will be notified through Blackboard.

Course Learning Objectives (CLOs)

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

CLO1: Review the most relevant concepts and methods in international strategy and organisation (assessed in tutorials and the exam).

CLO2: Explain and interpret the key elements of international business strategies (assessed in tutorials and the exam).

CLO3: 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).

CLO4: Assess the effectiveness of certain strategies and organisation structures in different environments and recommend alternative courses of action (tutorials and group case study).

Course Delivery

The course will be delivered through class room lectures, tutorials and blackboard. There will be 6 tutorials starting from week 3. Tutorials consist of 20% of total weight on top of group proposal presentation which accounts for 5% of total weight. Attendance and participation in tutorials is recorded and marked. Tutorial case studies flow from class lectures. Participation in class discussions is expected and respected. Students are expected to have prior reading of the class discussion topics. All the lecture slides will be put on blackboard after the lectures have been delivered. Students are expected to remain in touch with blackboard to stay current with class activities and developments.

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

Akorie, M. E. M. and Scott-Kennel, J. (2005). *International Business Strategy: A New Zealand Perspective*. Pearson Education;

Other Useful Texts

Peng, Michael W. (2009). *Global Strategy*. Thompson South-Western.

Bartlett, C. A., Ghoshal, S. and Birkinshaw, J. (2006). *Transnational Management: Text, Cases & Readings in Cross-Border Management*. McGraw-Hill.

Hill, C.W. (2007). *International Business: Competing in the Global Market Place*. McGraw-Hill Irwin

All textbooks are available at Pipitea VicBook 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 provide 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,
- www.globaledge.com, or www.scholar.google.com or
- Blackboard.

Assessment Requirements

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

Case Study Project (CLO 3 & 4)	30%	
Group Proposal*	5%	(Due Week 5 - before tutorial 3)
Analysis (individual marks)	15%	(Due Week 7 - Wednesday 28 April 12 noon)
Final Report (group marks)	10%	(Due Week 10 - Wednesday 19 May 12 noon)
Tutorials (CLO 1, 2 & 4)	20%	
Group proposal presentation	*	(Due before your tutorial – Week 5)
3 case studies x 5 mark each	15%	(Due before your tutorial – see Blackboard)
Attendance & participation	5%	
Final Examination (CLO1 &2)	50%	
Total	100%	

Information on individual pieces of assessment will be provided in class and on Blackboard. Turnitin submission of individual analysis and final report is required by 6 pm on the respective due dates.

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

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Examinations

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. The final examination for this course will be scheduled at some time during the period from

Examination Period: Friday 11th June – Wednesday 30th June 2010

Penalties

Late assignment submissions will incur a penalty of 10% 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.

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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication of Additional Information

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

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy>

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcademic/Publications.aspx

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/