

School of Marketing and International Business

IBUS 406 ADVANCED INTERNATIONAL STRATEGY

Trimester Two 2011

COURSE OUTLINE

Name and Contact Details

Dr Revti Raman (Course Co-ordinator)

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Office Hours: Wednesdays 10.30am to 12.30pm or by appointment

Trimester Dates

Teaching Period: Monday 11 July – Friday 14 October

Study Period: Monday 17 October – Thursday 20 October

Examination Period: Friday 21 October – Saturday 12 November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 22 July 2011.
2. The standard last date for withdrawal from this course is Friday 23 September. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation

The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Tuesday 9.30 – 12.20 RHG01

Course Content

This course examines the relationship among strategies, structures and organisational processes in global business. It incorporates advanced theory, case studies and discussions with business practitioners to highlight issues related to structural design and business development. A detailed list of topics, readings and cases is provided. It will be made available on Blackboard. All presenting students will search and bring in one most relevant reading for class discussions each week.

Course Learning Objectives

By the end of this course, students should be able to achieve

LO1: Discuss key issues associated with the strategic and structural decisions of multinational enterprises.

LO2: Apply critical thinking to interpret international strategy issues.

LO3: Apply theories and concepts of international business to challenges facing multinational enterprises.

LO4: Independently critique and assess strategic issues in international business.

Course Delivery

Each class will generally be split into three sessions: The first session will be led by students to critically evaluate the readings of the week. The second session will be led by the lecturer and will focus on providing additional insights and rigour to the topic of the week based on synthesis of current literature and relevant examples. The last session will focus on case study analysis for the topic of the week. In some weeks business practitioners may replace the case study time slot.

All students are expected to take active roles in all discussions. Students should read recommended materials and case studies as well as search new materials relating to the assigned issue/topic/case of the week before the class. Students should attend **each** class and be **thoroughly prepared** in order to make contributions to the class discussion. All the lecture slides will be put on Blackboard after the lectures are delivered. Students are expected to regularly check Blackboard to get updated with class activities and developments.

Expected Workload

You should expect to devote about 10 hours per week to assigned reading, attending classes and completing the assessment for this course.

Group Work

A time slot of 10 minutes will be provided in each class for group work discussion. Additional meetings outside the class should be planned to finish the work effectively in time.

Readings

There is no required textbook for this course. A readings list is provided and students are expected to download the readings from the library databases. Printed copies of the cases to be discussed over the trimester will be given during the first week of the course. Students are encouraged to use the library for relevant strategy text-books and the online databases for exploring further related readings.

Materials and Equipment

No additional equipment will be required for this course.

Assessment Requirements

Assessment	Learning Objectives Addressed	Weight	Due Date
<i>Group Assignment</i>	LO1, LO2, LO3	15%	
Presentations (15 Minutes)		5%	Tuesday 16 August
Written Report (3000 words)		10%	Tuesday 6 September
<i>Individual Assignment</i>	LO1, LO2, LO3, LO4	25%	
Initial Written Proposal (One page)		--	Tuesday 26 July
Presentations (10 Minutes)		5%	Tuesday 27 September
Written Assignment (3000 words)		20%	Tuesday 4 October
<i>Discussion/ participation</i>	LO1, LO2	20%	
Online discussion boards		10%	Over the trimester
In-class discussion participation		10%	Over the trimester
<i>Final Examination (Three Hours)</i>	LO1, LO2, LO3, LO4	40%	
Total		100%	

Information on individual pieces of assessment will be provided in class and on Blackboard. All written assignments are to be submitted in class on the respective due dates. Turnitin submission of both the written assignments is required by 11pm on the respective due dates.

Quality Assurance 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

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 Friday 21 October – Saturday 12 November.

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

The students are required to obtain at least 40% in each of the assessment requirements and 50% overall, to obtain a pass grade for this course.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made 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

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

Use of Turnitin (if applicable)

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

Find key dates, explanations of grades and other useful information

at www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment

at <http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy,

except qualification statutes, which are available via the Calendar webpage

at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic)

at www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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

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

Faculty of Commerce and Administration Offices

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

Te Putahi Atawhai

Maori and Pacific Mentoring Programme

http://www.victoria.ac.nz/st_services/tpa/index.aspx

Readings List

All presenting students are expected to search and bring in one most relevant reading for the weekly class discussions. The additional reading must complement the current readings.

Week 1 Tuesday, July 12, 2011: Introduction to the Course

Eric, B., D. Ian, et al. (2009). The 10 Trends You Have To Watch. *Harvard Business Review* 87(7, 8): 55-60.

Peng, M. W., Wang, D. Y. L., & Jiang, Y. (2008). An institution-based view of international business strategy: a focus on emerging economies. *Journal of International Business Studies*, 39(5), 920-936.

Porter, M. E. (2008). The five competitive forces that shape strategy *Harvard Business Review*, 86(1), 78-93.

Ricart, J. E., Enright, M. J., Ghemawat, P., Hart, S. L., & Khanna, T. (2004). New frontiers in international strategy. *Journal of International Business Studies*, 35(3), 175 - 200.

Additional Discussion: Assignments, Case Analysis and the Course Outline

Week 2 Tuesday, July 19, 2011: Globalisation, Competition and Firm Strategy

Buckley, P. J., & Ghauri, P. N. (2004). Globalisation, economic geography and the strategy of multinational enterprises. *Journal of International Business Studies*, 35(2), 81 - 98.

Hutzschenreuter, T., & Gröne, F. (2009). Product and geographic scope changes of multinational enterprises in response to international competition. *Journal of International Business Studies*, 40(7), 1149-1170.

Wiersema, M. F., & Bowen, H.P. (2008). Corporate diversification: the impact of foreign competition, industry globalization, and product diversification. *Strategic Management Journal* 29:115-132.

Case Discussion: Bartlett, C.A. Global Wine Wars 2009: New world Challenges Old

Week 3 Tuesday, July 26, 2011: FDI and Non-FDI Entry Modes

Agarwal, S. & Ramaswami, S. N. (1992). Choice of foreign market entry mode: Impact of ownership, location and internalisation factors, *Journal of International Business Studies*, 23(1): 1-27.

Benito, G., Petersen, B. & Welch L.S. (2009). Towards more realistic conceptualisations of foreign operation modes, *Journal of International Business Studies*, 40(9): 1455-1470..

Madhok, A. (2005). Revisiting multinational firms' tolerance for joint ventures: A trust-based approach, *Journal of International Business Studies*, 37(1): 30-43.

Case Discussion: Khanna, T., Oberholzer-Gee F. & Lane, D. TCL Multimedia

Week 4 August 2, 2011: Diversification, Mergers and Acquisitions

Chang, S.-C., & Wang, C.-F. (2007). The effect of product diversification strategies on the relationship between international diversification and firm performance. *Journal of World Business*, 42(1), 61-79.

Jandik, T., & Kali, R. (2009). Legal systems, information asymmetry, and firm boundaries: Cross-border choices to diversify through mergers, joint ventures, or strategic alliances. *Journal of International Business Studies*, 40(4), 578-599.

Tan, D. (2009). Foreign market entry strategies and post entry growth: Acquisitions vs Greenfield investments. *Journal of International Business Studies*, 40(6), 1046-1063.

Case Discussion: Yoshino, M.Y. & Fagan P.L. The Renault-Nissan Alliance

Week 5 Tuesday, August 9, 2011: Offshore Outsourcing

Chadee, D. & Raman, R. (2009). International outsourcing of information technology services: review and future directions. *International Marketing Review* 26 (4/5): 411-438.

Ghemawat, P. (2004). Distance still matters: the hard reality of global expansion. *Harvard Business Review*, 79(8), 137-147.

Gregorio, D. D., Martina, M. & Thomas, D.E. (2009). Offshore outsourcing as a source of international competitiveness for SMEs. *Journal of International Business Studies* 40 (6): 969-988.

Case Discussion: Larsen, M.L., Pedersen, T., & Slepnirov, D. Lego Group: an outsourcing journey

Week 6 Tuesday, August 16, 2011: Group Case Study Presentations

Week 7 Tuesday, September 6, 2011: Subsidiary Headquarter Relationships and Strategy Implementation

Andersson, U., Forsgren, M. & Holm, U. (2007). Balancing subsidiary influence in the federative MNC: A business network view, *Journal of International Business Studies*, 38: 802-818.

Lin, S., & Hsieh, A. (2010). International strategy implementation: Roles of subsidiaries, operational capabilities, and procedural justice. *Journal of Business Research*, 63(1), 52-59.

Rugman, A.M. & Verbeke, A. (2001). Subsidiary-specific advantages in multinational enterprises, *Strategic Management Journal*, 22(3): 237-250.

Case Discussion: Bartlett, C.A. BRL hardy: globalizing an Australian wine company.

Week 8 Tuesday, September 13, 2011: Exploiting Cross Border Knowledge Management

Kogut, B. & Zander, U. (2003). Knowledge of the firm and the evolutionary theory of the multinational corporation, *Journal of International Business Studies*, 34: 516-529.

Bresman, H., Birkinshaw, J. & Nobel, R. (1999). Knowledge transfer in international acquisitions, *Journal of International Business Studies*, 30(3): 439-462.

Petersen, B., Pederson, T. & Lyles, M.A. (2008). Closing knowledge gaps in foreign markets, *Journal of International Business Studies*, 39: 1097-1113.

Case Discussion: Kumae, K & Kumar, M. Gold Peak Electronics: R&D Globalization from East to west.

Week 9 Tuesday, September 20, 2011: International Strategy-Structure Dynamics

Galan, J., & Sanchez-Bueno, M. (2009). The continuing validity of the strategy-structure nexus: new findings, 1993-2003. *Strategic Management Journal*, 30(11), 1234-1243.

Rugman, A., & Verbeke, A. (2008). A regional solution to the strategy and structure of multinationals. *European Management Journal*, 26(5), 305-313.

Xu, S., Cavusgil, S. T., & White, J. C. (2006). The impact of strategic fit among strategy, structure, and processes on multinational corporation performance: A multi-method assessment. *Journal of International Marketing*, 14(2), 1-31.

Case Discussion: Dieleman, M. & Mittal, M. The IOI group: creating a Malaysian palm Oil Multinational

Week 10 Tuesday, September 27, 2011: Individual Assignment Presentations

Week 11 Tuesday, October 3, 2011: Strategising in Large Emerging Markets

Enderwick, P. (2009). Large emerging markets (LEMs) and international strategy. *International Marketing Review* 26 (1):7-16.

London, T. & Hart, S.L. (2004). Reinventing strategies for emerging markets: Beyond the transnational model, *Journal of International Business Studies*, 35: 350-370.

Gao, G.Y., Murray, J.Y., Kotabe, M. & Lu, J. (2010): A “strategy tripod” perspective on export behaviours: Evidence from domestic and foreign firms based in an emerging economy, *Journal of International Business Studies*, 41: 377-396.

Case Discussion: Ramaswamy, K. LG Electronics: Global strategy in emerging markets

Week 12 Tuesday, October 3, 2011: Looking Forward: Other Strategy Issues

Prahalad, C. K., & Hammond, A. (2002). Serving the world’s poor, profitably. *Harvard Business Review*, 80(9), 48-57.

Rondinelli, D. A. (2007). Globalization of sustainable development: principles and practices in transnational corporations. *Multinational Business Review*, 15(1), 1-24.

Kobrin, S. J. (2009). Private political authority and public responsibility: Transnational politics, transnational firms, and human rights. *Business Ethics Quarterly*, 19(3), 349-374.

Czinkota, A.R., Knight, Liesch, P.W., & John, S. (2010). Terrorism and international business: a research agenda, *Journal of International Business Studies*, 41(5): 826-843.

Additional Discussion: Brain storming on strategy issues covered/not covered in the course, Exam clinic.