

School of Marketing and International Business

## **IBUS 305 DYNAMIC STRATEGY AND STRUCTURES IN INTERNATIONAL BUSINESS**

Trimester 2 2012

### **COURSE OUTLINE**

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#### **Names and Contact Details**

Dr. Revti Raman (Course Coordinator)

Rutherford House RH 1110, Phone 64 4 463 7452, e-mail [revti.raman@vuw.ac.nz](mailto:revti.raman@vuw.ac.nz).

Office Hours: Wednesday and Thursday 14.00 – 15.00 or by appointment

(Contact details of tutors will be notified through Blackboard)

Asako Clear (Course Administrator)

Rutherford House RH 1121, Phone 64 4 463 5723, e-mail [asako.clear@vuw.ac.nz](mailto:asako.clear@vuw.ac.nz).

School Office Opening hours: Monday to Friday 9:00 – 16:30

#### **Trimester Dates**

Teaching Period: Monday 16 July – Friday 19 October

Study Period: Monday 22 October – Thursday 25 October (Monday 22 October is a public holiday, Labour Day)

Examination Period: Friday 26 October – Saturday 17 November (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 27 July 2012.
2. The standard last date for withdrawal from this course is Friday 28 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**

Lectures: Wednesday and Thursday 15.40 – 16.30 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.

### *Course Schedule*

<b>Session</b>	<b>Topic and Cases*</b> (The topics will be discussed on Wednesdays followed by case discussions on Thursdays)	<b>Chap*</b>	<b>Tutorials / Assignments</b>
Week 1	Wed: Context of international business strategy, Course outline and assessments Thurs: Strategy for the Base of the Pyramid p.26	1	
Week 2	Wed: Managing industry competition Thurs: Five forces in the beauty products industry p.57	2	
Week 3	Wed: Leveraging resources and capabilities Thurs: The Portman Ritz-Carlton, Shanghai p.84	3	Tutorial 1: Group formations, case study project discussion, avoiding plagiarism, using library databases
Week 4	Wed: Emphasising cultures, institutions and ethics Thurs: Siemens in a sea of scandals p.117	4	Tutorial 2: Group proposal presentations
Week 5	Wed: Internationalising the entrepreneurial firm Thurs: Huawei's internationalisation - class notes	5	Tutorial 3: Group assignment draft discussions /feedback
Week 6	Wed: Foreign market entry modes Thurs: Pearl River Piano group's international strategy p.437	6	Group assignment submission due: Aug 21, noon
<i>Mid Semester Break 27.08.2012 to 07.09.2012</i>			
Week 7	Wed: International strategic alliances and networks Thurs: General Motors and Daewoo: married, divorced and married again p.212	7	Tutorial 4: Individual assignments draft discussions/feedback
Week 8	Wed: Global competitive dynamics Thurs: Ocean Park confronts Hong Kong Disneyland – class notes	8	Tutorial 5: Individual assignment presentations and feedback
Week 9	Wed: International diversification, acquisitions, & restructuring Thurs: Corporate strategy at Cardinal Health p.457	9	Tutorial 6: Individual assignment presentations and feedback
Week 10	Wed: Multinational strategy and structures around the globe Thurs: DHL Bangladesh (see class notes)	10	Individual assignment submission due: Oct 02, noon
Week 11	Wed: Governing the corporation around the world Thurs: David Webb: A shareholder activist in Hong Kong page 347	11	
Week 12	Wed: Future of strategy, review of the course Thurs: Examination clinic	12	

\* Required text Peng (2009) - prior reading of the chapters and cases is expected. Any changes in the schedule will be notified through Blackboard.

### **Course Learning Objectives**

By the end of this course, you should be able to:

LO1: Review the most relevant concepts and methods in international strategy and organisation (assessed in tutorials and the examination).

LO2: Explain and interpret the key elements of international business strategies (assessed in tutorials and the examination).

LO3: 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 case study project and the examination).

LO4: Assess the effectiveness of certain strategies and organisation structures in different environments and recommend alternative courses of action (assessed in the case study project and the examination).

## Course Delivery

The course will be delivered through class room lectures, tutorials and Blackboard. There will be 6 tutorials starting from week 3. Tutorials are designed to support your case study project and enhance understanding of international strategy literature. Students are expected to undertake prior reading of the weekly 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 150 hours for this course.

Attendance (classes and tutorials):	30 hours (over 12 weeks)
Reading, reviewing and examination prep:	60 hours (over 15 weeks)
Assignments and Discussion Boards:	45 hours (over 12 weeks)
Group work:	15 hours (over 6 weeks)

## Group Work

Group work consists of 15% of the total weight comprising of written group reports (10% of total weight) and group proposal presentations (5% of total weight). Each group will consist of 3 to 4 students and should be diverse in terms of nationality/ethnicity/culture and gender to add an international and cross cultural perspective. In addition to the class time and reading and reviewing time, each group is expected to spend about 15 hours for group meetings and group work discussions to complete the project successfully well in time.

Each group member gets the allocated group marks. If there are any group performance or cooperation issues among the group members, those must be brought to the attention of the course coordinator immediately so that they can be addressed well in time. Free riders and the students contributing less to the group output will be marked down accordingly. Please refer to the marking criteria (see Blackboard) for further details.

## Readings

The required and suggested textbooks are available at Pipitea VicBook Shop and are also in the library on closed reserve.

## Required Text

Peng, M. W. (2009). *Global Strategy*. 2<sup>nd</sup> Edition, Thompson South-Western.

## Suggested Texts

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

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

In addition, any text book which contain 'international business strategy', 'multinational strategy and structure', 'transnational strategy and structure', 'global strategy', 'international business', 'world business' etc is likely to provide valuable information and can be used as an additional source for reference.

## 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](http://www.vuw.ac.nz/ibresources) ,
- <http://globaledge.msu.edu/>, or [www.scholar.google.com](http://www.scholar.google.com) or
- Blackboard.

Typed material, books, electronic devices, and mobile phones are NOT allowed in the final examination. However, you are allowed to bring one double sided hand written (not typed) A4 sheet of notes to the final examination.

### Assessment Requirements

Assessment Items		Weight	Length/Time	Due Date	LOs
Case Study Project (30%)	Written Group Report	10%	2500 words	Week 6, 21 Aug, noon	3 & 4
	Written Individual Report	20%	2500 words	Week 10, 02 Oct, noon	3 & 4
Tutorials/ Participation (20%)	Group Proposal Presentation	5%	10 minutes	Week 4 tutorials	1 & 2
	Individual Presentations	5%	10 minutes	Week 8 and 9 tutorials	1 & 2
	Discussion and Participation	10%	Assessed over the trimester		1, 2, 3 & 4
Final Examinations (50%)	Closed Book Examination	50%	3 hours	Friday 26 Oct – Saturday 17 Nov	1, 2, 3 & 4

The outcome will be a standard grade (A+ to E).

Information on individual pieces of assessment will be provided in class and on Blackboard. Turnitin submission of individual analysis and the final report is required by 6 pm 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 FCom 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 26 October – Saturday 17 November (inclusive).

### 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, which is mentioned at the end of the document.

## **Mandatory Course Requirements**

In addition to obtaining an overall mark of at least 50%, to pass this course you must obtain at least 40% in the final examination.

## **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**

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))

## **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](http://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](http://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](http://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](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

### **Faculty of Commerce Office**

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

### **Te Putahi Atawhai**

### **Maori and Pacific Mentoring Programme**

<http://www.victoria.ac.nz/tpa/>