

School of Marketing and International Business

IBUS 305
DYNAMIC STRATEGY AND STRUCTURES IN
INTERNATIONAL BUSINESS

Trimester 1, 2013

COURSE OUTLINE

Names and Contact Details

Prof David Crick (Course Coordinator)
Rutherford House 1120, Phone 64 4 463 6953,
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Office Hours: Mondays 12.30 – 2.30 or by appointment
(Contact details of tutors will be notified through Blackboard)

Asako Clear (Course Administrator)
RH 1121, Rutherford House
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School Office opening hours: Monday to Friday 9:00 – 16:30

Trimester Dates

Teaching Period: Monday 4 March – Friday 7 June
Study Period: Monday 10 June – Thursday 13 June
Examination Period: Friday 14 June – Wednesday 3 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 15 March 2012.
2. The standard last date for withdrawal from this course is Friday 17 May. 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: Monday 14.40 – 16.30 RH LT2

Tutorials: Tutorials start week 3 (see Blackboard for details)

Course Delivery

The course will be delivered through class room lectures, tutorials and Blackboard. There will be tutorials starting from week 3. Tutorials are designed to enhance your understanding of international business strategy literature. Students are expected to undertake prior reading of the weekly topics. Students are expected to remain in touch with Blackboard to stay current with class activities and developments.

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.

Each group member gets the allocated group marks for the written report. If there are any group performance or cooperation issues among the group members, those must be brought to the attention of the tutor immediately so that they can be addressed in a timely manner so the Course Co-ordinator can make a decision. Students contributing less to the group output will be marked down accordingly. Please refer to the marking criteria (see Blackboard) for further details plus the **mandatory course requirements**.

Expected Workload

You should expect to spend 150 hours for this course (although adjustment will be made for the public holidays).

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

Course Learning Objectives

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

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

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

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 exam).

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 exam).

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

Session	Topic	Chap*	Indicative Case Analysis (Subject to Change)*	Tutorials / Assignments
1 (4 Mar)	Context of international business strategy and format of the course plus expectations	1	Playabouts – class notes	
2 (11 Mar)	Managing industry competition	2	Ryanair page 418	
3 (18 Mar)	Leveraging resources and capabilities	3	The Indian Business Process Offshoring Industry page 409	Tutorial 1: Group formations, case study project discussion, referencing exercises and using library databases.
4 (25 Mar)	Environmental forces, institutions and ethics	4	Starbucks – class notes	Tutorial 2: Group proposal presentations
5 (8 Apr – NB: 1 Apr holiday)	Environmental forces, institutions and ethics continued	4 and 12	Cotton On – class notes	Tutorial 3: Group assignment draft discussions /feedback.
6 (15 Apr)	Foreign market entry modes	6	Tahbilk Wines – class notes	Group assignment submission due
7 (29 Apr – NB: 22 Apr mid-trimester break)	Foreign market entry modes continued	7	Abercrombie & Fitch – class notes	Tutorial 4: Individual assignments draft discussions/feedback.
8 (6 May)	Global competitive dynamics	8	Ocean Park Fights Hong Kong Disneyland page 460	Tutorial 5: Individual assignment presentations and feedback
9 (13 May)	Multinational strategy and structures around the globe	9	GM Holden – class notes	Tutorial 6: Individual assignment presentations and feedback
10 (20 May)	Multinational strategy and structures around the globe continued	10 and 11	Jetstar – class notes	Individual assignment submission due
11 (27 May)	Internationalising the entrepreneurial firm	5	SnowSports Interactive page 431	
12 (NB: 3 Jun holiday)	Review of the course, and exam clinic	N/A	See Blackboard since this may need to be merged with week 11 or rescheduled due to the clash with the public holiday	

*Any changes in the schedule will be notified through Blackboard.

Readings

Required Text

Peng, M. W. (2009). *Global Strategy*, South-Western: Mason OH.

Further Reading

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

In addition, any text book which contains ‘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 ,
- www.globaledge.com, or www.scholar.google.com or
- Blackboard.

Assessment

Assessment Items		Weight	Length/Time	Due Date	LOs
Case Study Project (35%)	Written Group Report	10%	2500 words	Week 6, Friday noon	3 & 4
	Written Individual Report	25%	3500 words	Week 10, Friday noon	3 & 4
Tutorials (15%)	Group Proposal Presentation	5%	10 minutes	Week 4 tutorials	1 & 2
	Individual Presentations	10%	10 minutes	Week 8 and 9 tutorials	1 & 2
Final Exam (50%)	Closed Book Examination (approved notes can be taken into the exam – see Blackboard)	50%	2 hours	See exam period mentioned earlier	1, 2, 3 & 4

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

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.

Information on individual pieces of assessment will be provided in class and on Blackboard. Turnitin submissions of written coursework are required by noon on the respective due dates.

For the groupwork assessment please see the earlier comment under the section on groupwork plus the mandatory course requirements.

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.

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 submitted to Turnitin. A copy of submitted materials will be retained 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.

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 following period:

14 June – 3 July

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50% or better, students must obtain a minimum mark of 40% in each component of the assessment to pass this course i.e. each written and verbally presented element of the coursework and the 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.

Link to general information

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.
