

School of Marketing & International Business

IBUS 305 DYNAMIC STRATEGY & STRUCTURES IN INTERNATIONAL BUSINESS

Trimester 2, 2014

COURSE OUTLINE

Names and Contact Details

Course Coordinator: Prof David Crick Telephone: (04) 463 6953
Rutherford House, RH 1120
Email: david.crick@vuw.ac.nz
Office Hours: Monday 12.30pm – 2.30pm or by appointment

Course Administrator: Rebekah Sage Telephone: (04) 463 5723
Rutherford House, RH 1121
Email: rebekah.sage@vuw.ac.nz
Office Hours: Monday to Friday 9:00am – 4:30pm
Contact Rebekah for questions regarding assignment submission, tutorial sign-up, extensions, plus any course administration inquiries.

Senior Tutor: Aidan Forrest
Rutherford House, RH 1114
Email: aidan.forrest@vuw.ac.nz
Office hours: Friday 9:30am – 11.30am
Contact Aidan for questions related to tutorial content, assignment requirements and presentations.

Tutors: Names and Contact details will be posted on Blackboard

Trimester Dates

Teaching Period: Monday 14th July – Friday 17th October
Study Period: Monday 20th October – Thursday 23rd October
Examination Period: Friday 24th October – Saturday 15th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 25th July 2014.
2. The standard last date for withdrawal from this course is Friday 26th 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: Monday 2.40pm – 4.30pm RH LT2 (also due to enrolments a live video stream in RHG03)

Tutorials: Tutorials start in 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 contributes to 15% of the total weight consisting 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 ideally be diverse in terms of nationality/ethnicity/culture and gender to add, for example, an international, cross cultural and multi-demographic perspective. In addition to the class time, 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 i.e. so the Course Coordinator can make a decision. Intervention will be made to support students if advance notice is received. 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.

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

Prescription

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

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

1. Review the most relevant concepts and methods in international strategy and organization;
2. Explain and interpret the key elements of international business strategies;
3. Apply frameworks, tools, and methods to solve problems, demonstrating alternative solutions and constructing solutions for international business strategy, organisational structure, and implementation;
4. Assess the effectiveness of certain strategies and organisation structures in different environments and recommend alternative courses of action.

Course Content

Course Schedule

Session	Topic	Chap*	Indicative Case Analysis (Subject to Change)*	Tutorials / Assignments
1 (14 Jul)	Context of international business strategy and format of the course plus expectations	1	Playabouts – class notes	
2 (21 Jul)	Managing industry competition	2	Ryanair page 418	
3 (28 Jul)	Leveraging resources and capabilities	3	Starbucks – class notes	Tutorial 1: Group formations, case study project discussion, referencing exercises and using library databases.
4 (4 Aug)	Environmental forces, institutions and ethics	4	Danish Tourism – class notes	Tutorial 2: Group proposal presentations
5 (11 Aug)	Environmental forces, institutions and ethics continued	4 and 12	Tahbilk Wines – class notes	Tutorial 3: Group assignment draft discussions /feedback.
6 (18 Aug)	Foreign market entry modes	6	No case study is envisaged to allow class participants to ask questions on topics up to the mid-trimester break.	Group assignment submission due
Mid-Trimester Break				
7 (8 Sep)	Foreign market entry modes continued	7	Abercrombie & Fitch – class notes	Tutorial 4: Individual assignments draft discussions/feedback.
8 (15 Sep)	Global competitive dynamics	8	Ocean Park Fights Hong Kong Disneyland page 460	Tutorial 5: Individual assignment presentations and feedback
9 (22 Sep)	Multinational strategy and structures around the globe	9	Indian Business Process Offshoring Industry page 409	Tutorial 6: Individual assignment presentations and feedback
10 (29 Sep)	Multinational strategy and structures around the globe continued	10 and 11	Jetstar – class notes	Individual assignment submission due
11 (6 Oct)	Internationalising the entrepreneurial firm	5	SnowSports Interactive page 431	
12 (13 Oct)	Review of the course, and exam clinic	N/A	See Blackboard	

*Any changes in the schedule will be notified through Blackboard and/or in class.

Readings

Required Text

Peng, M. W. (2014). *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
- www.gloaledge.com, or www.scholar.google.com
- Blackboard

Assessment

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-. Failed work will score up to 49%.

Assessment Items	Weight	Length/Time	Due Date	LOs
Group Proposal Presentation	5%	10 minutes	Week 4 tutorials	1 & 2
Written Group Report	10%	2500 words	Week 6, Friday 2pm	3 & 4
Individual Presentations	10%	8 minutes	Weeks 8 and 9 tutorials	1 & 2
Written Individual Report	25%	3500 words	Week 10, Friday 2pm	3 & 4
Closed Book Examination	50%	2 hours	During exam period	1, 2, 3 & 4

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 2pm, 24 hours after the respective due dates.

For the group work assessment please see the earlier comment under the section on group work 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. Students must submit both the hard and electronic copies of their assignments on time.

For Group Presentations students contributing less to the group output will be marked down accordingly.

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 expressly prohibited from using work submitted in other assignments, either your own or others. You will be awarded a zero (0) mark for doing so.

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:

Friday 24th October – Saturday 15th November (inclusive)

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.

If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

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.

Student feedback

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php

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.
