

School of Marketing & International Business

IBUS 406 ADVANCED INTERNATIONAL STRATEGY

Trimester Two 2014

COURSE OUTLINE

Names and Contact Details

Course Coordinator: Dr Hongzhi Gao Telephone: (04) 463 6914
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Course Administrator: Rebekah Sage Telephone: (04) 463 5723
Rutherford House, RH 1121
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Office Hours: Monday to Friday 9:00am – 4:30pm

Trimester Dates

Monday 14th July – Friday 17th October

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

Tuesday 9.30am – 12.20pm
Railway West Wing, RWW126

Course Delivery

Each class will generally be split into two sessions: The first session will be led by students to critically evaluate the topic and 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. In some weeks business practitioners may be invited to share their thoughts and experiences in their international business venture.

All students are expected to take active roles in the class, either as presenter or discussant. Students should read recommended materials as well as search new materials relating to the assigned issue/topic of the week before the class. Students should attend **each** class and be **thoroughly prepared** in order to make contributions to class discussion. All the slides presented by students and the lecturer will be put on Blackboard after the lecture. Students are expected to regularly check Blackboard to get updated with class activities and course development.

Expected Workload

You are expected to devote about 10 – 12 hours per week to this course.

Prescription

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.

Course Learning Objectives

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

1. Discuss key issues associated with the strategic and structural decisions of multinational enterprises
2. Apply critical thinking to interpret international strategy issues
3. Apply theories and concepts of international business to challenges facing multinational enterprises
4. Independently critique and assess strategic issues in international business.

Course Content

The course focuses on the following topics.

Week	Topics
1 (15 Jul)	Introduction to the course (course objectives; course delivery; course assessments; the research paradigms in IB strategy)
2 (22 Jul)	Organisational learning in internationalisation: Comparisons between MNCs and SMEs (What are the issues? Theoretical lenses: absorptive capacity; resource-based view; Relationship/network-based view?)
3 (29 Jul)	<i>The topic continued from the last week (Week 2)</i>
4 (5 Aug)	Legitimacy acquisition of internationalised firms in foreign markets: Comparisons between developed country-origin MNCs and emerging market-origin MNCs (What are the issues? Theoretical lenses: merger & acquisition; institution-based view?)

5 (12 Aug)	<i>The topic continued from the last week (Week 4)</i>
6 (19 Aug)	A critical analysis of the causes, and corporate and government responses in the 2013 Fonterra botulism false alarm crisis: What Fonterra and the New Zealand government can learn from this crisis?
<i>Mid Trimester Break</i>	
7 (9 Sept)	International crisis management: Contrasting insights from attribution/situational crisis communication theory and Chaos/institution-based view of crisis management. (Theoretical lenses: attribution theory; Chaos theory; Scapegoating theory, Institution-based view)
8 (16 Sept)	Collaboration among SMEs in exporting (What are the issues? Theoretical lenses: value co-creation; network view; SDL)
9 (23 Sept)	<i>The topic continued from the last week (Week 8)</i>
10 (30 Sept)	Business Practitioner to speak (tbc) Practical insights from managers of NZ-based SME clusters on strategic issues involved in firm collaborations for exporting.
11 (7 Oct)	Group Presentations
12 (14 Oct)	Course Review

Readings

There is no required textbook for this course. A readings list is provided via Blackboard.

Materials and Equipment

No additional equipment will be required for this course.

Research-related expenses (e.g. travel, communication, gaining access to secondary data sources, recruiting research informants) incurred during the group research assignment may be reimbursed and compensated via an appropriate means by the participating clients of the project but this should be negotiated and agreed upon prior to the commencement of the research project.

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-.

This course will be assessed through presentations and participation in the class, individual essay, and group research assignment.

Class participation

Active class participation is required in this course. Class participation means actively participating in discussions during class time and providing constructive feedback to the presentations of others. The form for providing written feedback to the presenter is provided in *Guidance and Instructions for Assessments* (available via Blackboard). In-class participation and discussions will be judged over the trimester and constitute 20% of the total marks.

Individual presentation

Each student is required to make an individual presentation on a chosen topic agreed by the lecturer between weeks 2-6. Specific instructions and marking criteria for the presentation are outlined in *Guidance and Instructions for Assessments* (available via Blackboard). The individual presentation takes up 20% of the total grade.

Individual essay

You are required to write an individual essay on the topic below:

Applying the institution-based view to evaluate the crisis responses of Fonterra and the New Zealand government during the 2013 botulism false alarm crisis: how the institution-based view differs from attribution theory in international crisis management

This assessment takes up 30% of the total grade. Specific instructions and marking criteria for the essay are outlined in *Guidance and Instructions for Assessments* (available via Blackboard).

Group work

You are required to conduct a group research assignment. The assessment takes up 30% of the total grade. This research assignment comprises two components: case study report (group work, 15% of the total grade) and oral presentation (group presentation but individually assessed; 15% of the total grade). The objective of the research is to understand the issues and solutions in collaboration among New Zealand SMEs to develop a joint force to enter international markets. The research is applied by nature. You will study a real-life collaborative initiative in the New Zealand export sector, of your own choice or recommended by the lecturer. Specific guidance/instructions and marking criteria for this research assignment, and also potential business scenarios are detailed in *Guidance and Instructions for Assessments* (available via Blackboard).

A time slot of 20 minutes will be provided for group work discussion in each class starting from week 4. Additional meetings outside the class should be planned to progress the project.

Additional notes:

Both written assignments (individual essay and group report) should be submitted in class on the respective due dates. Turnitin submission of both the written assignments is required before the deadline for the hard copy submission. You must attach International Business Assessment Cover Sheet to your group and individual written assignments. The coversheet is available on Blackboard.

Summary of Assessments

No.	Assignment	%	LO	Due Time/Date
1.	Class participation (discussant)	20%	1, 2, 3, 4	Throughout the trimester
2.	Individual presentation	20%	1, 2, 3, 4	Weeks 2-7
3.	Individual essay	30%	1, 2, 3, 4	4.30pm, 8 September
4.	Group Oral presentation	15%	2, 4	9.30am-12.20am, 7 October
5.	Group Case Study Report	15%	2, 4	4.30pm, 17 October
Total		100%		

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, and approved by the Course Coordinator. Any student caught cheating on an assignment will receive an automatic mark of zero (0) and/or disciplinary action may be taken under the Statute on Student Conduct.

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.

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.

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 for the Honours programme was already been elected in 1st Trimester. Name and details of this person were made available to VUWSA, the Course Coordinators and the students. They will be responsible for providing a communication channel to liaise with the Course Coordinator on behalf of the students.

Communication of Additional Information

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

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.
