

School of Marketing and International Business

IBUS 305 DYNAMIC STRATEGY & STRUCTURE IN INTERNATIONAL BUSINESS

Trimester 2, 2015

COURSE OUTLINE

Names and Contact Details

Course Coordinator: Dr Revti Raman Telephone: (04) 463 7452
Rutherford House, RH 1110
Email: revti.raman@vuw.ac.nz
Office Hours: Friday 11.00 am – 12.00pm or by appointment

Course Administrator: Helen Hynes Telephone: (04) 463 5529
Rutherford House RH 1130
Email : helen.hynes@vuw.ac.nz
Office hours: Monday to Friday 9:30 – 16:30

Contact the course administrator for questions regarding assignment submission, tutorial sign-up, extensions, and any other course administration inquiries.

Tutors: Names and contact details will be posted on Blackboard Please contact your tutor for questions related to tutorial content, assignment requirements and presentations.

Trimester Dates

Teaching Period: Monday 13th July – Friday 16th October

Study Period: Monday 19th October – Thursday 22nd October

Examination Period: Friday 23rd October – Saturday 14th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 24th July 2015.
2. The standard last date for withdrawal from this course is Friday 25th 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*' form including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks or [online](#).

Class Times and Room Numbers

Friday 13.40pm – 15.30pm Rutherford House RHLT1

Tutorial Registration

Tutorials begin in Week 2. Sign-up will be through My Allocator: <https://student-sa.victoria.ac.nz/>. IBUS 305 will be available in My Allocator Thursday, 16 July.

Course Delivery

The course will be delivered through classroom lectures, tutorials and Blackboard. Each scheduled lecture period will be divided into lecture and case study time so that the interface between theory and practice is addressed. Tutorials start in week 2. 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 marks contributes to 15% of the total weight consisting of written group reports. 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/lecturer 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			
Week	Day	Topic, Chapters* and Cases*	
1	13 July	Context of international business strategy Format of the course plus expectations (Ch 1)	
2	20 July	Managing industry competition (Ch 2) Case: High fashion fights recession (pp 57-58)	Tut 1: Group formations, Library databases, APA referencing style
3	27 July	Leveraging resources and capabilities (Ch 3) Case: From copy cats to innovators (pp85-86)	
4	3 Aug	Environmental forces, institutions and ethics (Ch 4) Case: Facebook violates privacy (pp 119-20)	Tut 2: Chap 1-3 discussion questions and assignment queries
5	10 Aug	Internationalising the entrepreneurial firm (Ch 5) Case: Emerging markets: Micro finance (pp 149 -50)	Tut 3: Chap 4 discussion questions and assignment queries
6	17 Aug	Foreign market entry modes (Ch 6) Case: Pearl River goes global (pp 182-83)	Group assignment submission due TUE 18 AUG, 2pm
Mid Trimester Break, 24 August – 6 September			
7	7 Sep	Making strategic alliances and networks work (Ch7) Case: BP, AAR, TNK-BP (pp 215-16)	Tutorial 4: Chap 5-6 discussion questions and assignment queries
8	14 Sep	Managing Global competitive dynamics (Ch 8) Case: HTC fights Apple (pp 253-54)	Tutorial 5: Individual assignment presentations and feedback
9	21 Sep	Diversifying, acquiring and restructuring (Ch 9) Case: Emerging acquirers (pp 288-89)	Tutorial 6: Individual assignment presentations and feedback
10	28 Sep	Multinational strategy and structures (Ch 10) Case: Bayer Material Science (pp 321-322)	
11	5 Oct	Governing the corporation around the world (Ch11) Case: The private equity challenge (pp 353-54)	Individual assignment submission due, TUE 6 OCT, 2pm
12	12 Oct	Review of the course, and exam clinic	

*Any changes will be communicated via blackboard. Chapters and cases are from the required text: Global Strategy by Mike Peng

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.

Assessment

The Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

Assessment Item	LOs Addressed	Weight	Due Date
Case Study Project	1, 2, 3, 4	20%	
Reflective log – individual submission (500 words)		5%	Week 6, Wed, 19 Aug
Written Report - group submission (2500 words)		15%	Week 6, Tue, 18 Aug
Strategy Topic of Choice	1, 2, 3, 4	30%	
Presentations (6 Minutes)		5%	Week 8 & 9 Tutorials
Written Assignment (2500 words)		25%	Week 11, Tue, 6 Oct
Final Exams- Closed Book	1, 2, 3, 4	50%	During exam period

Information on individual pieces of assessment will be provided in class and on Blackboard. Hard copies of submissions are required by 2 pm on the stated due date. These are to be submitted to the IBUS 305 box on the mezzanine floor of Rutherford House. Turnitin submissions of written coursework are required by 6pm, on the respective due dates.

Penalties

The written assignments must be within the prescribed word limit with 10% ± flexibility. Any work beyond the upper limit, after 10% margin, will not be marked.

Late assignment submissions will incur a penalty of 5 marks (out of 100) per day. Students must submit both the hard and electronic copies of their assignments in time. 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** which can be found at the *General Information* link, which is mentioned at the end of the document.

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 23rd October – Saturday 14th 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 the examination.

Any student who is concerned that they have been (or might be) unable to meet any of the MCRs because of exceptional personal circumstances, should contact the course coordinator as soon as possible.

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.
