

School of Marketing & International Business

IBUS 406 ADVANCED INTERNATIONAL STRATEGY

Trimester 2, 2015

COURSE OUTLINE

Names and Contact Details

Course Coordinator: Dr. Revti Raman Phone: (04) 463 7452
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Office Hours: By appointment

Course Administrator: Katrina Walsh Phone: (04) 463 5723
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Office hours: Monday to Friday 9:00 – 16:00

Trimester Dates

From Monday 13th July to Friday 16th October 2015.

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

Tuesday 9.30 – 12.20 Rutherford House RH1113

Course Delivery

Each class will generally be split into three sessions: The first session will be led by students to critically evaluate the 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. The last session will focus on case study analysis for the topic of the week. In some weeks business practitioners may replace the case study time slot.

All students are expected to take active roles in all discussions. Students should read recommended materials and case studies as well as search for new materials relating to the assigned issue/topic/case of the week before the class. Students should attend **each** class and be **thoroughly prepared** in order to make contributions to the class discussion. All the lecture slides will be put on Blackboard after the lectures are delivered. Students are expected to regularly check Blackboard to get updated with class activities and developments.

Group Work

A time slot of 10 minutes will be provided in each class for group work discussion. Additional meetings outside the class should be planned to finish the work effectively 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 and reported well in time will be marked down accordingly.

Expected Workload

You should expect to devote about 10 – 12 hours per week to assigned reading, attending classes and completing the assessment for 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:

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|----|--|
| 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

| Course Schedule | | | |
|---|-----------------|---|---|
| Week | Day: Tue | Topic | Detailed Contents |
| 1 | 14 July | Introduction | Course objectives, course delivery, course assessments, case study analysis, the concept of strategy, strategy tripod, the research paradigms in international business strategy |
| 2 | 21 July | Entry Modes | State of research on entry mode choice – do we need more entry mode studies; Theoretical perspectives on entry mode decisions; Entry modes and SMEs, Mode packages. <i>Case: Walmart around the World</i> |
| 3 | 28 July | International Alliances and JVs | Determinants of JV performance; Management control factors; Board involvement, top management exposure, and trust in international alliances and JVs, <i>Case: Eli Lilly in India</i> |
| 4 | 04 Aug | Mergers and Acquisitions | Socio-cultural integration process; Strategies compatibility; Post entry growth; Networks and learning; Themes in M&A research, <i>Case: Philips - Indal</i> |
| 5 | 11 Aug | Subsidiary HQ Relationships | Subsidiary specific advantages; Balancing subsidiary influence; Role of subsidiaries in strategy implementation; Geographic distance and strategic decision making; Agency perspective of subsidiary HQ relationships, <i>Case: Collision Course</i> |
| 6 | 18 Aug | Case Study Assignment | Individual presentations of the Group Case Study Project |
| <i>Mid Trimester Break</i> | | | |
| 7 | 08 Sept | Cross Border Knowledge Management | Knowledge based theory of the MNC, MNC knowledge generation and transfer, Subsidiary absorptive capacity, Reverse knowledge transfer, <i>Case: Balancing the Power Equation</i> |
| 8 | 15 Sept | Outsourcing and Offshoring | Services vs manufacturing global sourcing, Organisational design of offshoring, Location decisions, Outsourcing strategy and organisational outcomes. <i>Case: Lego Group</i> |
| 9 | 22 Sept | Base of the Pyramid and Non-market Strategies | a) Base of the Pyramid: Serving the poor profitably, Disruptive versus incremental innovations, Social value creation, Market entry, Strategies for BoP, Implementation barriers. b) Non Market strategies: Institutional perspectives on non-market strategy research, Integrating market and non-market strategies |
| 10 | 29 Sept | Individual Assignment | Individual assignment presentations (seminar) on the chosen international strategy issues |
| 11 | 06 Oct | Individual Assignment | Individual assignment presentations (seminar) on the chosen international strategy issues |
| 12 | 13 Oct | Course Review | Review of the course, Other issues on international strategy research |
| * A reading list containing 3-5 journal articles and one case study for each topic will be provided through Blackboard. | | | |

Readings

There is no required textbook for this course. A readings list is provided and students are expected to download the readings from the library databases. Printed copies of the cases to be discussed over the trimester will be given during first week of the course. Students are encouraged to use the library for relevant strategy text-books and the online databases for exploring further related readings.

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 |
|--|----------------------|---------------|------------------------|
| <i>Case Study Project</i> | 1, 2, 3, 4 | 25% | |
| Individual Presentations (30-40 Minutes) | | 10% | Week 6, Tue, 18 Aug |
| Written Group Report (3000 words) | | 15% | Week 6, Fri, 21 Aug |
| <i>Strategy Topic of Choice</i> | 1, 2, 3, 4 | 45% | |
| Presentations (30 - 40 Minutes) | | 15% | Week 10 & 11, in class |
| Written Assignment (3000 words) | | 30% | Week 12, in class |
| <i>Discussion/participation</i> | 1, 2, 3, 4 | 30% | Over the Trimester |
| Article(s) presentations and written summary | | 20% | Allocated weeks |
| Case study written summaries & discussion | | 10% | Case weeks |

In addition to the hard copy submission, all written assignments are to be emailed to the course coordinator by the respective due dates. You must attach the International Business Assessment Cover Sheet to your written assignments. The coversheet will be made available on Blackboard. The assessment items are briefly described below. Detailed information on individual pieces of assessment including the marking guidelines will be provided in class and on Blackboard.

The overall goal of the **Case Study Project** is to critically analyse selected strategy issues for a chosen firm in the light of international business strategy literature. You will be working with others as a group, and are required to analyse international strategy issues for a chosen firm engaged in global business. You will present the analysis in the case study format. You are free to choose any company from across the globe. However, the firm must be involved in international business and large enough to have sufficient secondary sources of information. The case study must relate to the topics covered in the course. The case material must be drawn from secondary sources and must be guided by international strategy theories. Sample case studies will be provided in class. No two groups can choose the same firm for their analysis.

For the **Strategy Topic of Choice** assessment, you will critically analyse an international strategy topic/issue. You are free to choose any topic/issue, preferably from the course outline topics. You are required to get the chosen topic approved from the lecturer. You will review published journal articles relating to the topic and present it in the form of a 'literature review' paper as would appear in an academic journal. The review must be guided by the relevant international strategy theories. The overall goal of the project is to critically review the current literature on the selected topic or subtopic in the light of underpinning strategy theories. Looking at published literature review papers in good journals might help in producing a good assignment.

In-class **discussion/participation** consists of two tasks. For the first task of article presentations and written summaries, you will be choosing/allocated journal articles in two weeks of the course. You will submit a two page review of the articles in you allocated weeks before start of the class to the lecturer. For the second task, you will submit one page summary of the weekly case studies to the lecturer in class before start of the case discussion. Of course, active case discussion is required.

Penalties

Late assignment submissions will incur a penalty of 5% 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.

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50 or better, students must obtain at least 40% in each of the assessment requirements.

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

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.
