

School of Marketing and International Business

IBUS 305 DYNAMIC STRATEGY & STRUCTURE IN INTERNATIONAL BUSINESS

Trimester 2, 2016

COURSE OUTLINE

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 organisation
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	Lecture topic	Required readings: chapter	Tutorial (Key Activity) / Assessment
1	14 July	Context, Strategy Tripod, Industry Based View	1, 2	
2	21 July	Resource Based View	3	Tut 1: Group formations, Group meetings, Using library databases
3	28 July	Institutions Based View	4	Group Meetings in Class
4	4 Aug	Internationalisation Theories	5, 6 Blackboard	Tut 2: Week 1 – 3 discussion questions, Group Meetings
5	11 Aug	Foreign Market Entry Modes	6, 7, 9	Group Meetings in Class

Week	Day	Lecture topic	Required readings: chapter	Tutorial (Key Activity) / Assessment
6	18 Aug	Entry Modes Continued...	6, 7, 9	Tut 3: Week 4 – 6 discussion questions, Group Assignment Due: Aug 16
<i>Mid Trimester Break, 22 August – 4 September</i>				
7	8 Sep	Managing Global Competitive Dynamics, Industry Guest Speaker	8	
8	15 Sep	Cross Border Knowledge Management, Industry Guest Speaker	10 Blackboard	Tut 4: Week 7 – 8 discussion questions and assignment queries
9	22 Sep	Strategy and Structure	10	Tut 5: Individual assignment presentations and feedback
10	29 Sep	Diversification, Offshoring	9 Blackboard	Individual Assignment Due: Sep 27
11	6 Oct	Corporate Governance	11	Tut 6: Week 9 – 11 discussion questions
12	13 Oct	Ethics, CSR and Exam Clinic	4, 12	

Notes*:

Chapters and cases are from the required text: Global Strategy 3e by Mike Peng.

Additional journal readings for each week and any changes in the schedule will be notified through Blackboard.

Trimester Dates

Teaching Period: Monday 11th July – Friday 14th October

Study Period: Monday 17th October – Thursday 20th October

Examination Period: Friday 21st October – Saturday 12th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 22nd July 2016.
2. The standard last date for withdrawal from this course is Friday 23rd September 2016. 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 or [online](#).

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: Thursday 11.00 am – 12.00pm or by appointment

Course Administrator: Mary Alexander Telephone: (04) 463 5330
Rutherford House RH 1130
Email : mery.alexander@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.

Class Times and Room Numbers

Thursday, 16:40 – 18:30, Rutherford House RHLT1

Tutorial Registration

Tutorials begin in Week 2. Sign-up will be through My Allocator. See Blackboard for registration dates and further announcements.

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.

Readings

Required Text: Peng, M. W. (2014). *Global Strategy*, South-Western: Mason OH.

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.

Additional journal readings will be notified through Blackboard.

Mandatory Course requirements

In addition to achieving an overall pass mark of at least 50%, students must obtain a minimum mark of 40% in the examination.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator for advice 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

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)

Assessment

The Assessment Handbook will apply to all VUW courses: see

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

Assessment Items		Weight	Length/Time	Due Date	LOs
Case Study Project: Group Work	Written Report *	15%	3000 words	Week 6 Aug 16, Noon	3 & 4
Strategy Topic of Choice	Presentations	10%	6 - 8 minutes	Week 9, TBA	1 & 2
	Written Report*	25%	2500 words	Week 10, Sep 27, Noon	1 & 2
Final Exams	Closed Book	50%	3 hours	Exam Time Table	1, 2, 3 & 4

* Turn-it-in submission of written reports is required by 6 pm on the respective due dates.

Detailed guidelines including marking rubrics for these assessments will be **uploaded on Blackboard**. A brief overview of these assessments is as under.

The overall goal of **the case study project** is to critically analyse the designated case study using the global strategy literature. You will use any two of the three Strategy Tripod Theories, namely: Industry Based View, Resource Based View and Institutions Based View to examine your case firm. The case studies to be analysed will be notified through Blackboard.

The case study project **involves group work**. You will form the groups in tutorial 1 in week 2. Each group will consist of 2 to 3 students from the same tutorial group. No group should be mono cultural in terms of nationality or ethnicity or culture to add an international and cross cultural perspective.

The group project is designed to engage a small group of students to cooperatively work on a common outcome. Each student in the group will receive the allocated group mark. Free riders are strongly discouraged. Students contributing less to the group output may be marked down accordingly. If there are any group performance or cooperation issues among the group members,

those must be brought to the attention to the lecturer immediately so that they can be addressed well in time. The lecturer may opt to use peer review if any group performance issues arise and if they are brought to attention immediately.

For the **strategy topic of choice** research essay the overall goal is to critically review the current literature on the selected topic to provide understanding of the topic in the light of current research on the topic. You will choose a topic from the given list of topics. In addition to submitting the written assignment (which is worth 25%), each student will be presenting his/her work in week 9 (see Blackboard for **presentations** schedule) which accounts for 10% of the final grade.

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 21st October – Saturday 12th November (inclusive)

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. Hard copies must be delivered to the IBUS305 drop-box on level 1 of the Railway West Wing building and electronic submissions uploaded on Turnitin via Blackboard. 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.

Group Work

In addition to the class time, reading and reviewing time, each group is expected to spend 5 – 8 hours for group meetings and group work discussions to complete the project successfully.

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.

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.

Student Feedback

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

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.
