

School of Marketing & International Business

## IBUS 406 ADVANCED INTERNATIONAL STRATEGY

Trimester 2, 2016

### COURSE OUTLINE

#### **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:

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	Topic	Detailed Contents
1	13 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	20 July	Entry Modes	State of research on entry mode choice; theoretical perspectives on entry mode decisions; entry modes and SMEs, mode packages. <i>Case: Walmart around the World</i>
3	27 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	3 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>

Week	Day	Topic	Detailed Contents
5	10 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	17 Aug	Case Study Assignment	Individual presentations of the Group Case Study Project
<b>Mid Trimester Break, 22 August – 4 September</b>			
7	7 Sep	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	14 Sep	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	21 Sep	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	28 Sep	Seminar Presentations	Individual assignment presentations of 30 – 40 minutes each student followed by discussion and feedback
11	5 Oct		
12	12 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.			

### **Trimester Dates**

From Monday 11<sup>th</sup> July to 14<sup>th</sup> October

### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 22<sup>nd</sup> July 2016.
2. The standard last date for withdrawal from this course is Friday 23<sup>rd</sup> 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 Phone: (04) 463 7452  
Rutherford House RH 1110  
Email: [revti.raman@vuw.ac.nz](mailto:revti.raman@vuw.ac.nz)  
Office Hours: By appointment

Course Administrator: Mary Alexander Phone: (04) 463 5330  
Rutherford House RH 1121  
Email : [mary.alexander@vuw.ac.nz](mailto:mary.alexander@vuw.ac.nz)  
Office hours: Monday to Friday 9:00 – 16:00

## **Class Times and Room Numbers**

Wednesday, 13:40 – 16:30, 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.

## **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 the 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.

## **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.

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

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.

## **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.

## Assessment

The Assessment Handbook will apply to all VUW courses: see

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

The assessment items are grouped into three categories: 1) Case Study Project, 2) Strategy Topic of Choice, and 3) Seminar and Participation. A brief description of the assessment items is given below which is followed by a summary table. Detailed information on individual pieces of assessments including the marking and submission guidelines will be provided in class and on Blackboard.

The **case study project** is a group project. The overall goal of the project is to develop a case study along with its teaching notes on an international strategy issue for a firm engaged in international business. The project consist of 3 tasks:

- 1) Developing a case study (written group report – 15% of final grade),
- 2) Developing its teaching notes (written individual submissions – 10% of final grade), and
- 3) Presenting 1 and 2 in week 6 (group presentations individually assessed – 5% of final grade).

For the **strategy topic of choice** assessment, you will critically review recent literature on an international strategy topic. You will present the chosen topic in the form of a research question and review 15 – 20 published journal articles relating to the topic. You will present your work in class in week 10 or 11 which is worth 10% of the final grade. The written review, worth 30% of the final grade, is due in week 12.

The **seminar and participation** assessment consists of three tasks: written reviews of the assigned readings, presentation of the assigned readings and overall participation in class discussions over the trimester. You will be assigned 2 to 3 readings per week for two weeks. For each week, you will submit your presentation slides and two page written reviews of the assigned readings to the lecturer a day before each presentation.

Assessment Items: Summary Table	CLOs	Weight	Due Date
<b>#1 Case Study Project</b> Case Study Presentation – Individual (30-40 Minutes) Case Study Group Report (2500 words) Teaching Notes Individual Report (1000 words)	1, 2, 3, 4	<b>30%</b> 5% 15% 10%	Week 6, Wed, 17 Aug Week 6, Fri, 19 Aug Week 6, Fri, 19 Aug
<b>#2 Strategy Topic of Choice</b> Presentation (30 - 40 Minutes) Written Assignment (3000 words)	1, 2, 3, 4	<b>40%</b> 10% 30%	Week 10 & 11, in class Week 12, in class
<b>#3 Seminar and Participation</b> Seminar Written Summaries (2, 2 pages each) Seminar Presentations (2, 30 – 40 minutes each) Discussion and Participation	1, 2, 3, 4	<b>30%</b> 10% 10% 10%	Allocated week(s) Allocated week(s) Over the Trimester

## 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](http://www.vuw.ac.nz/home/studying/plagiarism.html).

### **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.

### **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**

No additional materials or equipment are needed

### **Student feedback**

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://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**

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

### **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.

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