

Course Outline 2013
INTBUS 724 GLOBAL FIRM STRATEGIC MANAGEMENT
Quarter 1

Course Prescription

Focuses on strategic management and marketing in the international firm, including management of international development in industries ranging from multi-domestic to global; development of export marketing and importing businesses; strategies for international networking and strategy implementation in multinational and transnational organisations.

Goals of the Course

This course will introduce the discipline of global strategy and give you an opportunity to evaluate corporate strategies in an international context. In particular, it aims to develop participants' skills in formulating and evaluating strategies that will add most value and deciding the exact action for implementing the strategy in various operating contexts.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. Formulate viable strategies that will help organisations to create sustainable value in different contexts (industry/institutional/national/regional/global)
2. Evaluate the quality of a proposed, or actual, business strategy, and present an oral and written justification for a strategy or an aspect of strategy
3. Understand the risks related to international expansion and be able to identify factors that will affect the success or failure of an internationalisation strategy
4. Understand basic tools for global strategy implementation and its relationship to managing international business operations

Content Outline

- AAA triangle: adaptation, arbitrage and aggregation strategies
- Strategy tripod: industry-, institution- and resource-based views
- Regional and global strategies of multinational companies
- Emerging giants: competing with and in emerging markets
- The global race for talent: offshoring and knowledge-seeking FDI
- International joint ventures: performance and management
- International distribution and marketing
- Managing risk in international operations
- Evaluating and implementing strategy internationally

Learning and Teaching

This course has a strong case study focus, complemented by concepts introduced in selected readings and further reinforced in class discussions. You, as individuals, consider case situations, apply to these selected concepts and your developing understanding, and then decide what you think would be the best strategy in each case. Subsequent class discussion will then provide opportunity for you to apply the learning to other organisations and make the connections between concepts, case examples and your own experiential learning. A research project will reinforce the learning from cases and readings as you will be able to apply your knowledge to organization(s) of your choice. Creative use of technology (such as ipads) will be utilized and encouraged in this course.

Teaching Staff

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Learning Resources

Most of case studies and other readings will be available in an electronic format through the Management and International Business page on the Library website.

Some of the readings may be distributed as hard copies or uploaded on Cecil. There is no required textbook for the course. However, a good background reading on global strategy is:

Mike Peng (2009). *Global Strategy (2nd Edition)*. Cincinnati: South-Western Cengage Learning

Assessment

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| • Class participation | 15% (All weeks) |
| • Case analysis | 20% (by week 5-to be confirmed) |
| • Research project | 30% (Week 8-to be confirmed) |
| • Final test | 35% (Week 10) |

Learning Outcome	Class Participation	Case Analysis	Research Project	Final Test
1	X	X	X	X
2	X	X	X	X
3	X	X	X	X
4	X	X	X	X