

**Course Outline 2017**  
**GLMI 703: GLOBAL STRATEGY (15 POINTS)**  
**Semester 1 (1173)**

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**Course Prescription**

Examines the development and implementation of strategies by global firms. Focuses on strategy formation, strategic management processes, and evaluation in international, multinational and transnational organisations. Includes analysis of strategies such as foreign entry mode options, innovation and production networks.

**Programme and Course Advice**

Restriction: INTBUS 703

**Goals of the Course**

The focus of the course is on developing students' skills for: (1) applying concepts and ideas from the discipline of global strategy to real-world practice; (2) formulating and justifying recommendations for a contemporary global strategic challenge or case study.

**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 or 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**

- Regional and global strategy
- Global strategy frameworks
- The role of emerging markets
- Foreign market entry
- International distribution
- Global sourcing and production
- Industry and competition
- Resources and capabilities
- Institutions and ethics
- Organisation and structure
- Knowledge and innovation
- Alliances and collaboration

## Learning and Teaching

The class will meet for three hours per week. Class time will be used for a combination of lectures and applied discussions of case studies and/or current issues in global strategy. In addition to attending classes, students should be prepared to spend about another six hours per week on activities related to this course. These activities include carrying out the required readings, keeping up with the business press re current issues of relevance to this course, and preparing for assignments and the final exam.

## Teaching Staff

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## Learning Resources

*International Business and Global Strategy* (by Peter Záborský, Bookboon.com 2016)

This free eBook is available at:

<http://bookboon.com/en/international-business-and-global-strategy-ebook>

Optional reference textbooks: *Global Strategy* (by Mike W. Peng, Cengage Learning, 2014)

*International Business Strategy* (by Alain Verbeke, Cambridge University Press, 2013)

Additional readings including *Harvard Business Review* articles will be provided on Canvas.

This course will also use interactive participation and engagement platform of Xorro.com.

More information on required readings and resources will be provided at our first lecture.

## Assessment

Case analysis	20%
Participation	15%
Applied project	30%
Final exam	35%

Further details on these assessments will be provided in the course handbook and at our first lecture. The broad relationship between these assessments and the course learning outcomes is as follows:

Learning Outcome	Case Analysis	Participation	Applied Project	Final Exam
1	X	x	X	X
2	X	x	X	x
3	X	x	X	x
4	X	x	X	X

## Inclusive Learning

Students are urged to discuss privately any impairment-related requirements face- to-face and/or in written form with the course director.

## Student Feedback

This is a new course but it has been developed using student feedback from a related Advanced International Business course offered in 2016. More applied case studies and contemporary topics have been incorporated into the class as a result of the feedback. The course will be evaluated and student feedback is welcome at any point of the course.