Course Outline 2018
GLMI 703: GLOBAL STRATEGY (15 POINTS)
Semester 1 (1183)

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 key ideas and research trends in global strategy and be able to critically review and evaluate their significance and relevance.

Content Outline

- World of risk and uncertainty
- Regional and global strategy
- Global strategy frameworks
- The role of emerging markets
- Foreign market entry
- 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 mini-lectures and discussions of case studies and/or current issues and research 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 and preparing for assignments.

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Learning Resources
The course will utilise a variety of resources including textbook chapters, case studies, applied managerial readings (such as Harvard Business Review articles and analytical reports from consulting companies such as McKinsey) and advanced scholarly readings (e.g. articles from Global Strategy Journal and Journal of International Business Studies).

We will also utilise my forthcoming interactive textbook entitled Global Strategy: Thriving in a World of Uncertainty (published by tophat.com, world’s leading participant response system and interactive textbook platform). More details about this book will be given later.


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

Assessment

- Case analysis: 20%
- Participation: 20%
- Applied project: 30%
- Critical review: 30%

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:

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<th>Learning Outcome</th>
<th>Case Analysis</th>
<th>Participation</th>
<th>Applied Project</th>
<th>Critical Review</th>
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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
Student feedback is welcome at any point of the course. Students in this class come from various disciplines, therefore a mix of resources, approaches and assessments is used.