



BUSINESS SCHOOL

Course Outline 2019
GLMI 703: GLOBAL STRATEGY (15 POINTS)
Semester 1 (1193)

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.

Course advice

You cannot enrol in this course if you have taken or intend to take the following courses:

Restrictions: 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 (LO)

By the end of the course, it is expected that students will be able to:

#	Learning outcome	Graduate profile capability*
LO1	Formulate viable strategies that will help organisations to create sustainable value in various contexts.	1. Disciplinary knowledge and practice 3. Solution seeking 6. Social and environmental responsibilities
LO2	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.	2. Critical thinking 4a. Communication (Oral) 4b. Communication (Written)
LO3	Understand the risks related to international expansion and be able to identify factors that will affect the success or failure of an internationalisation strategy.	2. Critical thinking 3. Solution seeking
LO4	Understand key ideas and research trends in global strategy and be able to critically review and evaluate their significance and relevance.	1. Disciplinary knowledge and practice

#	Learning outcome	Graduate profile capability*
		2. Critical thinking 5a. Independence 5b. Integrity

* See the graduate profile this course belongs to at the end of this course outline.

Content outline

Week / Module	Topic	Relevant learning resources/activities	Assessment due this period
1	Introduction to global strategy Strategy & uncertainty	Lecture	
2	Regional and global strategy	Case discussion, mini-lecture, group discussion	
3	Global strategy frameworks Emerging markets	Case discussion, mini-lecture, group discussion	
4	Foreign market entry	Case discussion, mini-lecture, group discussion	
5	Industry and competition Global sourcing and production	Case discussion, mini-lecture, group discussion	
6	Resources and capabilities	Case discussion, mini-lecture, group discussion	Critical review 1 due (TBC)
7	Institutions and ethics	Mini-lecture	Interim group presentation (TBC)
8	Organisation and structure	Case discussion, mini-lecture, group discussion	
9	Knowledge and innovation	Case discussion, mini-lecture, group discussion	Critical review 2 due (TBC)
10	Alliances and collaboration	Case discussion, mini-lecture, group discussion	Case analysis due (TBC)
11	No class	Work on final reports and presentations	
12	Final Presentations		Final group presentations and reports due (TBC)

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 several hours (about five) per week on activities related to this course. These activities include carrying out the required readings and preparing for assignments.

Teaching staff

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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 interactive textbook entitled *Global Strategy: Thriving in a World of Uncertainty* (published in 2018 by tophat.com, world's leading participant response system and interactive textbook platform). More details about this book will be given later.

Other reference textbooks: *Global Strategy* (by Mike W. Peng, Cengage Learning, 2014)
International Business Strategy (by Alain Verbeke, Cambridge University Press, 2013)

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

Assessment information

Assessment task	Weight %	Group and/or individual	Submission
Case analysis	30%	Individual	Week 10 (TBC)
Participation (in-class & online)	15%	Individual	Throughout term
Applied project	25%	Group	Week 7 & 12 (TBC)
Critical reviews	30%	Individual	Week 6 and 9 (TBC)

Pass requirements

Description of assessment tasks

Assessment task	Learning outcome to be assessed
Case analysis	LO1, LO2 and LO3
Participation	LO1, LO2 and LO4
Applied project	LO1, LO2 and LO3
Critical review	LO4

Inclusive learning

Students are urged to discuss privately any impairment-related requirements face-to-face and/or in written form with the courses convenor/lecturer and/or tutor.

Academic integrity

The University of Auckland will not tolerate cheating, or assisting others to cheat, and views cheating in coursework as a serious academic offence. The work that a student submits for grading must be the student's own work, reflecting his or her learning. Where work from other sources is used, it must be properly acknowledged and referenced. This requirement also applies to sources on the worldwide web. A student's assessed work may be reviewed against electronic source material using computerised detection to provide an electronic version of their work for computerised review.

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.

In the event of an unexpected disruption

We undertake to maintain the continuity and standard of teaching and learning in all your courses throughout the year. If there are unexpected disruptions, the University has contingency plans to ensure that access to your course continues and your assessment is fair, and not compromised. Some adjustments may need to be made in emergencies, In the event of a disruption, the University and your course coordinators will make every effort to provide you with up to date information via Canvas and the University website.

Graduate profile for Master of Commerce

The following six themes represent the capabilities that the Business School seeks to foster in all of its graduates. The development of these capabilities does not come all at once, but rather is expected to build from year to year. Each course is not expected to contribute to all capabilities, but each course will have its own goals and learning outcomes that relate to the overall development of this profile.

Graduate Profile

1. **Disciplinary knowledge and practice**

Graduates will be able to apply highly specialised knowledge within the discipline to demonstrate an advanced awareness and understanding in a global context.

2. **Critical thinking**

Graduates will be able to analyse and evaluate the relevant literature, and design and develop scholarly arguments that demonstrate advanced and diverse thinking.

3. **Solution seeking**

Graduates will be able to creatively research and analyse complex issues, and develop innovative solutions.

4. **Communication and engagement**

Graduates will be able to engage, communicate, and collaborate with diverse groups using multiple formats and effectively address a range of professional and academic audiences.

5. **Independence and integrity**

Graduates will be able to demonstrate advanced independent thought, self-reflection, ethics, and integrity.

6. **Social and environmental responsibility**

Graduates will consider, in relation to their discipline, the potential significance of the principles underpinning both the Treaty of Waitangi and sustainability.