

BIM W1 25: International Strategic Management – Course Outline

I. Time

Semester: Spring Term 2020 Credit Points: 5

II. Contents and Objectives

The module *International Strategic Management* focuses on strategic management in the dynamic global business environment of the 21st century. Students in this course build the ability to think strategically and better understand the interconnections between **organisational structure** and **strategic direction** in an **international context**. Further, the focus lies on **market entry strategies** and **foreign operation modes**. This course provides the relevant terminology and concepts in the area of International Strategic Management. Analytical tools and **conceptual thinking frameworks** to analyse internal firm strengths as well as external challenges are not only elaborated by examples from business practice but also applied with regard to the discussion and analysis of case studies focusing on different companies and markets.

III. Enrolment

Please register online via **Studiport** once for the module (22W125c) and twice for the exam (lecture: 15300261 **and** cases: 15300262).

IV. Dates and Contents of the Lecture

ISM-Lecture Session I: Introduction (March 11):

The field of international strategy
What is strategy?

ISM-Lecture Session II-VI (originally planned for March 18 – April 08)

Fundamentals & basic concepts
The strategic management process
Outside-in-perspective of strategy
Inside-out-perspective of strategy

ISM-Lecture Session VII-XI (April 22 – May 27)

Strategic choice: April 22, 08:15-10:45, room: HEL 160
Going international & motives for internationalisation: April 29, 08:15-10:45, room: HEL 160
Transactional modes & foreign operation modes I: May 13, 08:15-10:45, room: HEL 160
Foreign operation modes II: May 20, 08:15-10:45, room: HEL 160
Foreign operation modes III: May 27, 08:15-10:45, Attention! room: OSL 247

ISM-Lecture Session XII (June 03)

Conclusions and Reflections on Strategy: June 03, 08:15-10:45, room: HEL 160



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V. Dates and Contents of “Cases”

ISM-Cases Session A: Introduction (originally planned for March 25)

Introduction to the cases
The case study method

Please have a look at the slides and choose your topic and your group on the University's e-learning platform Moodle3! This will be possible from 25 March 2020 at 09:00 o'clock.

ISM-Cases Session B-E: Group presentations (April 27 – May 25)

Case study »Russia« & Case study »SAP«: **April 27, 10:15-11:45, room: HEL 067**

Case study »Herrenknecht« & Case study »Foxconn«: **May 06, 08:15-09:45, room: HEL 160**

Case study »Danone« & Case study »ThyssenKrupp«: **May 18, 10:15-11:45, room: HEL 067**

Case study »British Petroleum«, Wrap-up of Cases: **May 25, 10:15-11:45, room: HEL 067**

ISM-Cases Session F: Concluding session (June 8, 10:15-11:45, room: HEL 067)

Lessons learnt
Feedback
Q+A examination
Course evaluation

VI. Course Material

All relevant course materials such as **slides** and **case studies**, which are part of the book Morschett, D./ Schramm-Klein, H./ Zentes, J. (2015), will be available on the University's e-learning platform **Moodle3** (<https://elearning.uni-flensburg.de/moodle/>). The password is **strategy20**.

VII. Assignment and Credit Points

The module International Strategic Management holds 5 CP. It consists of two parts: A lecture and a case study course. To achieve the 5 CPs students are required to pass a one hour **written exam**. To be allowed to participate in the written examination a **case study assignment** has to be prepared and presented in groups. **Registration** is needed for both, the case study assignment and the written exam.

VIII. Contact

For further information please check our **website** www.uni-flensburg.de/strategie and the **Moodle3 group** or contact our **team**. This course will be held by Prof. Dr. Susanne Royer (royer@uni-flensburg.de) and Maike Simon, M.Sc. (maike.simon@uni-flensburg.de).

IX. Readings

Barney, J. B.: Gaining and Sustaining Competitive Advantage, 4th Edition, Pearson Prentice Hall: Upper Saddle River, NJ, 2011, Chapters 1, 3, 5.
Grant, R. M./ Jordan, J.: Foundations of Strategy, John Wiley & Sons Ltd.: Chichester, West Sussex, UK, 2012, Chapter 3.





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Morschett, D./ Schramm-Klein, H./Zentes, J.: Strategic International Management, 3rd Edition, Gabler: Wiesbaden, 2015, Chapters 2, 4, 7, 14-20 or Morschett, D./ Schramm-Klein, H./Zentes, J.: Strategic International Management, 2nd Edition, Gabler: Wiesbaden, 2012, Chapters 2, 4, 5, 12-17.

