

BIM W1 25: International Strategic Management – Course Outline

I. Location and Time

Semester: Spring Term 2019

Credit Points: 5

Room: HEL 160

LECTURE: Wednesdays, 08:15-09:45 am, in: HEL 160 [2 SWS]

CASES: Wednesdays, 16:00-17:30 pm, in: HEL 160 [1 SWS – the course will be split into two groups after the introductory classes – all details will be provided in class]

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 (22W125a) and twice for the exam (lecture: 15300261 **and** cases: 15300262).

IV. Dates and Contents of Sessions

Date/Time	Lecture/Cases - Topics
March 13 08.15-09.45	ISM-Lecture Session I: Introduction to the lecture & cases*; Introduction to the field of international strategy *Attention ISM-Cases starts on March 27!
March 20 08.15-09.45	ISM-Lecture Session II: Fundamentals & basic concepts; The strategic management process
March 27 08.15-09.45	ISM-Cases Session A: Introduction to the cases and split up into group 1 & group 2; Case study method and world café
March 27 16.00-17.30	ISM-Lecture Session III: Guest lecture »Lidl«
March 29 14.00-18.00 FLEX-FRIDAY!	Opening case study »Aldi and Lidl« as world café [ISM-Lecture Session IV & ISM-Cases Session B]
April 03 08.15-09.45	ISM-Lecture Session V: Outside-in-perspective of strategy



BIM W1 25: International Strategic Management – Course Outline

Date/Time	Lecture/Cases - Topics
April 03 16.00-17.30	ISM-Cases Session C – GROUP 1: Case study »Russia«: group 1-1 Case study »SAP«: group 2-1
April 10 08.15-09.45	ISM-Lecture Session VI: Inside-out-perspective of strategy
April 10 16.00-17.30	ISM-Cases Session D – GROUP 2: Case study »Russia«: group 1-2 Case study »SAP«: group 2-2
April 17	Mid-semester break – no sessions!
April 24 08.15-09.45	ISM-Lecture Session VII: Strategic choice
April 24 16.00-17.30 (Attention: in OSL 243!)	ISM-Cases Session E – GROUP 1: Case study »Herrenknecht«: group 3-1 Case study »Foxconn«: group 4-1
May 01	Public holiday – no sessions
May 08 08.15-09.45	ISM-Lecture Session VIII: Going international & motives for internationalisation
May 08 16.00-17.30 (Attention: in OSL 243!)	ISM-Cases Session F – GROUP 2: Case study »Herrenknecht«: group 3-2 Case study »Foxconn«: group 4-2
May 15 08.15-09.45	ISM-Lecture Session IX: Transactional modes & foreign operation modes I
May 15 16.00-17.30	ISM-Cases Session G – GROUP 1: Case study »Danone« : group 5-1 Case study »ThyssenKrupp«: group 6-1
May 22 08.15-09.45	ISM-Lecture Session X: Foreign operation modes II
May 22 16.00-17.30	ISM-Cases Session H – GROUP 2: Case study »Danone« : group 5-2 Case study »ThyssenKrupp«: group 6-2



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Date/Time	Lecture/Cases - Topics
May 29 08.15-09.45 (Attention: in OSL 247!)	ISM-Lecture Session XI: Foreign operation modes III
May 29 16.00-17.30 (Attention: in OSL 243!)	ISM-Cases Final Session [Groups 1 & 2] Wrap up of cases, Feedback, Q+A examination, Course Evaluation
June 05 08.15-09.45	ISM-Lecture Final Session: Conclusions and Reflections on Strategy

V. Course Material

All **cases** are part of the book Morschett, D./ Schramm-Klein, H./ Zentes, J. (2015) which can be found in the ZHB on our campus or be bought in every book store (ISBN 978-3-658-07884-3).

All relevant course materials such as the **slides** shown will be available on the university's e-learning platform **Moodle3**. A dedicated group for this course has been set up. You will get the password for this group in the first course session. You can search for the group here: <https://elearning.uni-flensburg.de/moodle/>.

VI. 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 the 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.

VII. 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).

VIII. 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.

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

