

BIM W1 25: International Strategic Management – Course Outline

I. Location and Time

Semester: Spring Term 2021

Credit Points: 5

Room: **Online via WebEx**

LECTURE: Wednesdays, 08:15-09:45 a.m. [2 SWS] **WebEx Link:**

<https://uni-flensburg.webex.com/uni-flensburg-de/j.php?MTID=mb7900a9460ffbc071e7d5f89c6a7134f>

(Passwort: ISMFrSe21)

CASES: Mondays, 10:15-11:45 a.m. [1 SWS], **WebEx Link:** <https://uni-flensburg.webex.com/uni-flensburg-de/j.php?MTID=m4c85c2ffdbc206a5bd0590ec9a07c99e> (Passwort: ISMFrSe21)

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 (22W125e) and twice for the exam (lecture: 15300261 **and** cases: 15300262).

IV. Dates and Contents of Sessions

Date/Time	Lecture/Cases - Topics
March 24	ISM-Lecture Session I: Introduction to the lecture & cases*; Introduction to the field of international strategy *Attention ISM-Cases starts on April 12!
March 31	ISM-Lecture Session II: Fundamentals & basic concepts; The strategic management process
Research & Study Week I: Investigating special market contexts April 05-09	ISM-Lecture Session III: <u>No online meeting!</u> Please investigate the specificities of platform markets on the basis of one of the following sources: <ul style="list-style-type: none"> ✓ Constantinides, P., Henfridsson, O. & Parker, G.G.: Introduction—Platforms and Infrastructures in the Digital Age, in: Information Systems Research 29 (2), 2018: 381-400. ✓ Picot, A., Dietl, H., Franck, E., Fiedler, M. & Royer, S.: Organisation – Theorie und Praxis aus ökonomischer Sicht, 8. Aufl., Stuttgart: Schäffer Poeschel, 2020, Chapter 6.



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April 12	ISM-Cases Session A: Introduction to the cases & the case study method
April 14	ISM-Lecture Session IV: Guest lecture about Amazon marketing (Emil Beck, Managing Director Remazing GmbH, Hamburg)
April 21	ISM-Lecture Sessions V Guest lecture about Lidl's strategy and internationalisation (Lars Hentschel, Leiter Personal und Verwaltung, Lidl Vertriebs-GmbH + Co. KG, Wasbek)
April 23 14.00-17.00 FLEX-FRIDAY	ISM-Lecture Sessions VI/Cases Session B: Online World Café experience – Opening case study »Aldi and Lidl« ATTENTION: Please join the WebEx session via the following link: https://uni-flensburg.webex.com/uni-flensburg-de/j.php?MTID=m418660deec3a292a3243edf11b6c787b (PW: CaseStudyCafe)
April 28	ISM-Lecture Session VII: Outside-in-perspective of strategy
May 05	ISM-Lecture Session VIII: Inside-out-perspective of strategy
May 12	ISM-Lecture Session IX: Strategic choice
Research & Study Week II: Investigating specificities of multinational businesses May 17-21, 21	ISM-Lecture Session X: <u>No online meeting!</u> Please investigate the specificities of multinational corporations (MNCs) as networks as well as the strategic forces MNCs have to respond to on the basis of the following sources: <ul style="list-style-type: none"> ✓ Morschett, D., Schramm-Klein, H. & Zentes, J.: Strategic International Management, 3rd Edition, Wiesbaden: Springer Gabler, 2015: 7-16. ✓ Morschett, D., Schramm-Klein, H. & Zentes, J.: Strategic International Management, 3rd Edition, Wiesbaden: Springer Gabler, 2015: 29-41.
May 26	ISM-Lecture Session XI: Going international & motives for internationalisation & transactional modes
May 31	ISM-Cases Session C: Group presentations: Case study »Russia« & Case study »SAP«
June 02	ISM-Lecture Session XII: Foreign operation modes I
June 07	ISM-Cases Session D: Group presentations: Case study »Herrenknecht« & Case study »Foxconn«



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June 09	ISM-Lecture Session XIII: Foreign operation modes II
June 14	ISM-Cases Session E: Group presentations: Case study »Danone« & Case study »ThyssenKrupp«
June 16	ISM-Lecture Session XIV: Feedback, Q+A examination, Course Evaluation 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 in the spring term 2021 are required to pass a three hour **take-home exam**. To be allowed to participate in the written take-home 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. The take-home exam is organised via the Moodle3 platform.

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, 14-18.

