

## BIM W1 25: International Strategic Management – Course Outline

### I. Location and Time

Semester: Spring Term 2022

Credit Points: 5

Rooms: HZ 1 & HEL 160

**LECTURE:** Wednesdays, 08:15-09:45 a.m. [2 SWS] (in HZ 1)

**CASES:** Mondays, 10:30-12:00 a.m. [1 SWS] (in HEL 160)

### II. Contents and Objectives

The module *International Strategic Management* focuses on strategic management in the dynamic global business environment of the 21<sup>st</sup> 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 (22W125g) and twice for the exam (lecture: 15300261 and cases: 15300262).

### IV. Dates and Contents of Sessions

Date/Time	Lecture/Cases - Topics
March 16	ISM-Lecture Session I: Introduction to the lecture & cases*; Introduction to the field of international strategy *Attention ISM-Cases starts March 28
March 23	ISM-Lecture Session II: Fundamentals & basic concepts; The strategic management process
March 28	ISM-Cases Session A: Introduction to the cases & the case study method
March 30	ISM-Lecture Session III: Guest lecture about Amazon marketing (Emil Beck, Managing Director Remazing GmbH, Hamburg, tbc)
April 06	ISM-Lecture Sessions IV Outside-in-perspective of strategy
April 11 & 13	No sessions due to EUF Easter break
April 20	ISM-Lecture Sessions V Guest lecture about <b>Lidl's strategy and internationalisation</b> (Lars Hentschel, Leiter Personal und Verwaltung, Lidl Vertriebs-GmbH + Co. KG, Wasbek)



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Date/Time	Lecture/Cases - Topics
<b>April 22</b> <b>14.00-17.00</b> <b>FLEX-FRIDAY</b>	<b>ISM-Lecture Sessions VI/Cases Session B:</b> Online World Café experience – <b>Opening case study »Aldi and Lidl«</b> <b>ATTENTION: Please join the WebEx session via the following link:</b> <a href="https://uni-flensburg.webex.com/uni-flensburg-de/j.php?MTID=m5f6e0b334ca2a943d42513f0c318745d">https://uni-flensburg.webex.com/uni-flensburg-de/j.php?MTID=m5f6e0b334ca2a943d42513f0c318745d</a> (Password: ISM-WC)
<b>April 27</b>	<b>ISM-Lecture Session VII:</b> Inside-out-perspective of strategy
<b>May 04</b>	<b>ISM-Lecture Session IX:</b> Strategic choice
<b>May 11</b>	<b>ISM-Lecture Session X:</b> Going international & motives for internationalisation & transactional modes
<b>May 18 (Attention: timeslot &amp; room of lecture!)</b>	<b>ISM-Cases Session C:</b> Group presentations: Case study »China« & Case study »SAP« <b>Attention: in HZ 1 on Wednesday, May 18!</b>
<b>May 25</b>	<b>ISM-Lecture Session XI:</b> Foreign operation modes I
<b>May 30</b>	<b>ISM-Cases Session D:</b> Group presentations: Case study »Herrenknecht« & Case study »Foxconn«
<b>June 01</b>	<b>ISM-Lecture Session XII:</b> Foreign operation modes II
<b>June 06</b>	<b>ISM-Cases Session E:</b> Group presentations: Case study »Danone« & Case study »ThyssenKrupp«
<b>June 08</b>	<b>ISM-Lecture Session XIII:</b> Foreign operation modes III
<b>June 13</b>	<b>ISM-Cases Session F:</b> Case study conclusions
<b>June 15</b>	<b>ISM-Lecture Session XIV:</b> Feedback, Q+A examination, Course evaluation Conclusions and reflections on strategy



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### V. Course Material

Most **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](http://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](mailto:royer@uni-flensburg.de)) and Maike Simon, M.Sc. ([maike.simon@uni-flensburg.de](mailto:maike.simon@uni-flensburg.de)).

### VIII. Readings

Barney, J. B.: Gaining and Sustaining Competitive Advantage, 4<sup>th</sup> 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, 3<sup>rd</sup> Edition, Gabler: Wiesbaden, 2015, Chapters 2, 4, 14-18.

