

BIM W1 25: International Strategic Management – Course Outline

I. Location and Time

Semester: Spring Term 2025

Credit Points: 5

Room: NN

LECTURE [2 SWS] & **CASES** [1 SWS]: Wednesdays, 08:15-10:30 a.m.

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 via Studiport a) for participation in the course (22W123) and b) for both exams: 105302302 (cases) and 105302301 (lecture).

IV. Dates and Contents of Sessions

Date/Time	Lecture/Cases - Topics
March 12	Introduction to the lecture & cases and the field of international strategy
March 19	Fundamentals & basic concepts; The strategic management process
March 26	Introduction to the case(s) & the case study method
April 02	Outside-in-perspective of strategy
April 09	Inside-out-perspective of strategy
April 16	No sessions due to EUF Easter break
April 23	Strategic choice I Going international & motives for internationalisation & transactional modes
April 30	Guest lecture by Julian Craemer (uptain GmbH): uptain's strategic journey
May 07	Strategic choice II Going international & motives for internationalisation & transactional modes
May 14	Foreign operation modes I
May 16 14.00-18.00	FLEX-FRIDAY On-site visit and insights into Lidl's strategy and internationalisation (Lidl Vertriebs-GmbH + Co. KG, Wasbek), please notify your attendance till March 14 (till 12 o'clock) by sending an e-mail to royer@uni-flensburg.de – this is the prerequisite for participation in this excursion!
May 21	Case study group presentations I
May 28	Foreign operation modes II
June 04	Case study group presentations II
June 11	Case study group presentations III Feedback, Q+A examination, Course evaluation Conclusions and reflections on strategy



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V. Course Material

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 Dr. Maike Simon (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.

Morschett, D./ Schramm-Klein, H./Zentes, J.: Strategic International Management, 3rd Edition, Gabler: Wiesbaden, 2015, Chapters 2, 4, 14-18.

Whittington, R./Angwin, D./Regnér, P./Johnson, G./Scholes, K.: Exploring Strategy – Text & Cases, 13th Edition, Pearson: Harlow, England et al., 2023, Chapters 9, 10.

