

Introduction to Strategy and International Management 247.024

Winter Semester 2023/2024

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Course Objectives

The goal of this course is to sensitize students to the issues and challenges involved in strategic and international management. Students will get to know the basic theories and models in strategic and international management, as well as relevant management tools and methods in the context of globalization.

Course Content and Structure

The course topics reflect the strategy process: Environmental scanning, the cultural context of global management, strategy formulation, strategy implementation, international and global operations, and evaluation and control. The course consists of an introduction, five thematic sessions, and a written exam (plus a replacement exam, if necessary). The teaching language is English. Attendance is recommended for the entirety of all course sessions.

Requirements and Grading

For a passing grade students must obtain at least 50 per cent of the total points in *both* the written exam and in short submitted paper. The maximum point for written exam is 50 points. Short submitted paper is about a chosen country or region where you consider to start a new business or expand your own (imagined) business. Please, write a country report of the chosen geographical location which examines the local environment and business opportunities. Structure of the paper and expectations will be discussed in class and a template will be uploaded to Moodle with detailed instructions. The overall length of the paper is 2000-2500 words plus references. Upload your paper before written exam (exact deadline will be indicated in Moodle). The maximum point for short submitted paper is 50 points. Please, note that there is *no* replacement exam for the short submitted paper as it is a home assignment and you are free to use any sources. Please, also note that deadline is strict and it is not possible to move it. Please, avoid using Chat GPT or any similar AI text producing software. If you choose to support your work with such AI software (e.g. for language editing), **include a paragraph at the end of any assignment that uses AI explaining what you used the AI for and what prompts you used to get the results.** Failure to do so is in violation of academic honesty policies. AI detection and plagiarism checking apply for all submitted papers.

The grade will be calculated according to the following formula: 0-59.5 (5); 60-69.5 (4); 70-79.5 (3); 80-89.5 (2); 90-100 (1).

Planned Structure

Session 1	Introduction and overview
Session 2	The strategic management process (A): 1. Scanning the environment
Session 3	The strategic management process (B): 2. Strategy formulation, 3. Strategy implementation, 4. Evaluation and control
Session 4	The international dimension of strategy formulation
Session 5	The international dimension of strategy implementation
Session 6	Current challenges and critical management functions
Session 7	Written main exam
Session 8	Written replacement exam

The structure is the same for all 6 teaching sessions: Self study and preparatory assignment in the first timeslot + face to face / online session in the second timeslot. The written exams will be held via Moodle; the replacement exam is open only for students who failed the main exam or were unable to attend (e.g. due to illness) and provided written certification.

Course Material

Selected chapters from the following textbooks:

- Bright, David S. et al. (2019). Principles of management. Open-source textbook by Openstax (openstax.org). Houston: Rice University.
- Deresky, H. (2017). International management: Managing across borders and cultures (9th Edition). Boston et al.: Pearson.
- Steers, Richard M. & Osland, Joyce S. (2020). Management across cultures: Challenges, strategies, and skills (4th edition). Cambridge: Cambridge University Press.

Selected journal articles, handouts and videos complement the textbook chapters.

Moodle Support

All course material is available in Moodle. Exam points and grades will be posted in Moodle as well.

Sustainability Policy

As a department that strives to promote environmental sustainability, we encourage you to consider the environment and refrain from printing the readings.

Discipline Rules

As an academic institution, the Department of International Management does not tolerate any form of academic dishonesty. Plagiarism encompasses presenting as one's own the words, work, opinions, or factual information of someone else without giving that person credit, as well as borrowing the sequence of ideas, the arrangement of material, or the pattern of thought of someone else without proper acknowledgement. All discovered instances will result in an immediate decrease in grade of the assignment or exam. In severe cases, this may result in a failing grade for the assignment or exam. In addition, there will be an automatic decrease in

overall grade. Consequently, this may result in the failure of the course. In the case of group work, the consequences will be extended to the entire team. For details see our code of conduct at www.jku.at/iim.

Preparatory Readings

Introduction and overview (Session 1)

Steers, Richard M. & Osland, Joyce S. (2020). *Management across cultures: Challenges, strategies, and skills*, 4th edition. Cambridge: Cambridge University Press. (Chapter 1: Global managers in a changing world, only up to p. 14)

The strategic management process (A): 1. Scanning the environment (Session 2)

Bright, David S. et al. (2019). *Principles of management*. Open-source textbook by Openstax (openstax.org). Houston: Rice University. (Chapter 8: Strategic analysis: Understanding a firm's competitive environment, pp. 247-277)

The strategic management process (B): 2. Strategy formulation, 3. Strategy implementation, 4. Evaluation and control (Session 3)

Bright, David S. et al. (2019). *Principles of management*. Open-source textbook by Openstax (openstax.org). Houston: Rice University. (Chapter 9: The strategic management process: Achieving and sustaining competitive advantage, pp. 280-304)

The international dimension of strategy formulation (Session 4)

Deresky, Helen (2017). *International management: Managing across borders and cultures*, 9th global edition. Boston et al.: Pearson. (Chapter 6: Formulating strategy, only up to p. 265)

The international dimension of strategy implementation (Session 5)

Deresky, Helen (2017). *International management: Managing across borders and cultures*, 9th global edition. Boston et al.: Pearson. (Chapter 7: Implementing strategy: Small businesses, global alliances, emerging market firms, pp. 279-302)

Current challenges and critical management functions (Session 6)

Meyer, K. E., Fang, T., Panibratov, A. Y., Peng, M. W., & Gaur, A. (2023). International business under sanctions. *Journal of World Business*, 101426.

Lazarova, M., Caligiuri, P., Collings, D. G., & De Cieri, H. (2023). Global work in a rapidly changing world: Implications for MNEs and individuals. *Journal of World Business*, 58(1), 101365.

Deresky, Helen (2017). *International management: Managing across borders and cultures*, 9th global edition. Boston et al.: Pearson. (Chapter 5: Cross-cultural negotiation and decision making, only up to p. 192)

Meyer, Erin (2015). Getting to sí, ja, oui, hai, and da. *Harvard Business Review*, 93(12), pp. 74-80.