



# International Strategy

## EM1F4M3A2

Program	UE	Semester	Discipline	Contact hours	Number of spots	ECTS	Open to visitors	Language
<b>PGE</b> PGE 2A - International and European Business	International Strategy	A	Strategy	<b>27 H</b>	45	5	Yes	

**Coordinator**

Jean Philippe BERQUE



## List of lecturers

Lecturer(s)	Email	Contact hours - lecture
Jean Philippe BERQUE	<a href="mailto:jean-philippe.berque@em-strasbourg.eu">jean-philippe.berque@em-strasbourg.eu</a>	<b>27 h</b>

### Pedagogical contribution of the course to the program

<b>Développer un management à impact grâce aux connaissances et aux outils les plus récents dans les domaines du management</b>
Developing a strategic and managerial vision in a complex, uncertain and changing environment
Evaluate sustainable managerial practices using managerial concepts and instruments as well as digital tools
Design solutions adapted to organizational problems by applying relevant methodologies
<b>Développer des compétences managériales de niveau avancé se traduisant par un leadership responsable</b>
Co-build a managerial and organizational culture through collaborations and team projects
Recommend decision making by taking a critical approach to driving change in organizations
Effectively argue his ideas orally and in writing with a professional posture
Adopt a responsible leadership posture by being an actor in its own development and that of its teams
<b>Mettre en place un management responsable par des pratiques reflétant les valeurs d'éthique, de diversité et de développement durable</b>
Critically assess issues related to diversity, ethics and sustainability in the context of their professional practice
Co-creating responsible management in one's professional practice
<b>Pratiquer un management à impact dans un environnement multiculturel et international, porté par un "European mindset"</b>
Communicate in a professional context in (foreign) languages, in writing and/or orally
Formulate solutions to organizational challenges in a multicultural and international context, driven by a "European mindset"

### Description

This course is an introduction to international strategy within a practical and innovative framework. It combines concepts and techniques of strategy development and execution, namely:

1. Students develop and implement strategic planning and thinking, contributing to the achievement of their international business goals and adding value to their potential customers.
2. The course focuses on international strategies, with a particular emphasis on which countries to compete in, which sectors to enter and how to organize a business.
3. It provides a business strategy to anticipate market trends and determine competitive advantage.
4. It guides future managers in the strategic decisions they will make to best adapt their international business.

### Teaching methods

Face-to-face	In group	Interaction	Others
- Lectures - Tutorials	- Exercises - Oral presentations - Projects - Case studies/texts	- Discussions/debates - Games (educational, role play, simulation)	<b>No items in this list have been checked.</b>

### Learning objectives

<b>Cognitive domain</b>
Upon completion of this course, students should be able to
- (level 4) <b>optimize</b> tools for external and internal analysis
- (level 4) <b>prioritize</b> recommendations
- (level 5) <b>determine</b> relative market share and market growth
- (level 6) <b>develop</b> a strategic diagnosis
<b>Affective domain</b>
Upon completion of this course, students should be able to
- (level 4) <b>weigh</b> internal factors against external factors

### Outline

- 1) Understanding strategic principles  
- The main approaches to strategic concepts  
- Key factors of success
- 2) Understanding your future market (SWOT)  
- Using the MAM for external analysis
- 3) Identifying your business core competencies  
- Using the CBM for internal analysis
- 4) Formulating international strategies  
- Global integration and local responsiveness (Internationalization, Standardization, Differentiation, and Specialization)  
- Defining relative market share & competitive edge
- 5) Implementing successful strategy  
- leading the implementation of a strategy  
- Leading the implementation of the strategy

### No prerequisite has been provided

<b>Knowledge in / Key concepts to master</b>
- Essentials of international marketing - Basic theory of international business

### Teaching material

<b>Mandatory tools for the course</b>	<b>Documents in all formats</b>	<b>Moodle platform</b>
- Computer - Reference manuals	- Newspaper articles - Case studies/texts - Worksheets - Syllabus - Guide	- Upload of class documents - Interface to submit coursework - Assessments - Coaching/mentoring
<b>Software</b>	<b>Additional electronic platforms</b>	
- Pack Office (Word, Excel, PowerPoint, Access) - Keynote	<b>No items in this list have been checked.</b>	

### Recommended reading

<b>Main reading material</b>
- JP BERQUE is an executive, consultant and trainer in strategy, leadership and international management with 30 years of international professional experience in global organizations (such as NATO, UN, embassies), international companies, and consulting firms. - Graduate of EM business school, Ecole Pratique des Hautes Etudes, Sorbonne University and INALCO. Website : <a href="http://jpbmanagement.com">jpbmanagement.com</a> JP BERQUE, International strategy handbook (reference manual provided in class). Harvard Business School, Strategy (create and implement the best strategy for your business) Harvard Business Review, Le must de la stratégie, les meilleures spécialistes de la question Pearson éd., B. DEMIL, X. LECOCCQ and V. WARNIER, Strategy et Business models M.A HITT, R. D. IRELAND & R.E. HOSKISSON, Strategic management (competitiveness and globalization) Gary BURNISON, International marketing and international strategy J.P. BERQUE, International Management, (to be published in September 2023)
<b>Additional literature</b>
M. E. PORTER, Competitive Strategy Pearson éd., PRIME & USUNIER, No fear of failure, Real stories of how leaders deal with Risk and Change H. COUTAU-BEGARIE, traité de stratégie. (directeur de la revue stratégique et président de la stratégie comparée) M. GERVAIS, stratégie de l'entreprise
<b>EM Research: Be sure to mobilize at least one resource</b>
Textbooks, case studies, translated material, etc. can be entered
Reference manual (customized textbook) Case studies

### Assessment

<b>List of assessment methods</b>
<b>Intermediate assessment / continuous assessment 1</b>
Class no. 8 Written and oral (60 Min.) / Group / English / Weight : 40 % <b>This evaluation is used to measure ILO1.1-PGE, ILO1.2-PGE, ILO1.3-PGE, ILO2.1-PGE, ILO2.2-PGE, ILO2.3-PGE, ILO3.1-PGE, ILO4.1-PGE, ILO4.2-PGE</b>
<b>Final evaluation</b>
Exam week Written (120 Min.) / Individual / English / Weight : 60 % <b>This evaluation is used to measure ILO1.1-PGE, ILO1.2-PGE, ILO1.3-PGE, ILO2.2-PGE, ILO2.4-PGE, ILO3.1-PGE, ILO4.1-PGE, ILO4.2-PGE</b>