



Strategies for Internationalization

Module description

Winter semester 2022/23

M.Sc. Program

Module objectives

Over the last three decades many industries have become more and more globalized as borders have vanished and countries have moved closer together. Companies have taken advantage of that by internationalizing their businesses to get access to new customers, to internationalize their production and value chains and thereby to improve their competitive position and to gain a bigger market share. Not only as a consequence of the current restrictions following the Covid-19 pandemic, but also due to the Ukraine war and the tensions between China and Taiwan, the undamped wave of globalization has been flattened. As a consequence, companies start to reconsider their international outreach as well as the design of their value chains in general and their supply chains specifically.

The module “Strategies for Internationalization“ addresses these challenges that companies are facing in a global market environment. The goal of the module is for participants to (1) understand the framework – the endowments, environments and governance structures – that guides economic activity in an international and intercultural context and to (2) get to know and apply important theories and concepts for analyzing international markets, for designing internationalization strategies and for implementing these strategies.

Module contents

The module “Strategies for Internationalization“ begins with an overview of important theories guiding the internationalization process of companies. Afterwards, the endowments, environments and (legal) governance structures are introduced that provide the framework and guide the activities of companies in a global context. Building on these macroeconomic insights into globalization the module addresses the design of internationalization strategies from the perspective of single companies. The design of such strategies follows a three-step approach: First, the targeted market has to be selected and analysed. Then, the internationalization strategy and the mode of entry has to be determined. Finally, the internationalization strategy has to be implemented by developing the target market. Concepts for conducting analyses and for deriving internationalization strategies are presented and applied. This application is fostered through the business simulation “Going global” which participants play in small teams.

Module methods and times

In this module, a combination of lectures, class discussions, exercises and case studies will be used. Thus, for the class to work well, all students are expected to have read the assigned papers and cases and to be prepared to offer and defend their analyses and recommendations.

The sessions take place in person at **LH108**. Generally, sessions are scheduled on **Fridays from 10:15 to 13:45**. Nevertheless, **exceptions** apply: No sessions are scheduled on Oct. 26th and on Nov. 18th. On **Friday, Nov. 11th**, the session will take until 15:45. Additionally, two sessions are scheduled on **Wednesday (Dec. 7 and 21)**. In January, student teams are working on the final project. Individual sessions are scheduled upon request.

The first five sessions between October and early December are dedicated to content delivery, i.e. the introduction and discussion of important theoretical concepts and frameworks for designing internationalization strategies. Four sessions in December are devoted to the application of these concepts and frameworks in a comprehensive business simulation. In January participants are working on the final project for this module, which consists of developing internationalization strategies in cooperation with Yannic Desch.

Module structure

1. Fundamentals of Internationalization
2. Strategy analysis of the targeted market: Market selection
3. Strategy formulation: Internationalization strategy and mode of entry
4. Strategy implementation: Development of international markets