

## International Strategy (EM054M3AA3)

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	<b>Module :International Strategy : 5 ECTS.</b> <ul style="list-style-type: none"><li>• MGA</li></ul>
Discipline	Strategy
Year	2020
Semester	A
Open for visitors	no
Available spots	50

### Coordinator

Jean Philippe BERQUE

### Lecturers

Instructor	Population	Email
Jean Philippe BERQUE	Population	jean-philippe.berque@em-strasbourg.eu

### Course format

Working language :	English
Volume of contact hours :	10 h
Workload to be expected by the student :	81 h

### Course track

Track : Attendance

**Attendance track :**

Attendance at lectures/tutorials and intermediate/final assessments is mandatory. As in-class work constitutes an essential element of evaluation, any unjustified absence will be penalized (*see Study and Examination Regulations*) and factored into the final grade (*see Assessment*).

**Autonomous track :**

Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.

Attendance at lectures/tutorials and intermediate/final assessments is mandatory for all degrees making up the Master's Program and all degrees involving co-op (*apprentissage*). Attendance track must therefore be selected.

### Contribution of the course to the educational objectives of the program

How the course contributes to the program :

#### Description

An introductory course to international strategy in a practical and innovative course.

This course combines concepts and techniques for crafting and executing strategy. Students develop and implement strategic planning and thinking, contributing to the achievement of their international business objectives as well as adding value for their future customers.

This course focuses on international strategies, and more particularly in which countries to compete, where to locate activities, and how to organize your business. It will make your business strategy anticipative to predict the market trend, and determine your competitive edge. This course offers a guide to help future managers navigate the strategic decisions they will make abroad in order to best fit their international business.

### Educational organisation

In class

**Lectures**

**Tutorials**

In groups

## Exercises

## Projects

## Case studies/texts

## Oral presentations

Interaction

### Games (educational, role play, simulation)

### Discussions / debates

### Accounts

## Learning outcomes

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**Upon completion of this course, students should be able to :**

- **Define** a business strategy (vision, mission and values)
- **Picture graphically** a strategic diagnosis
- **Determine** your relative market share and market growth
- **Optimize** your tools for external and internal analysis
- **Develop** your business plan (executive summary) and SMART decision-making for your international strategy
- **Revise** your strategic plan to achieve your business objectives

## Outline

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- 1) Understanding strategic principles
  - The main approaches to strategic concepts
  - Key factors of success
- 2) Understanding your future market
  - Using the MAM for external analysis (SWOT)
- 3) Identifying your business core competencies
  - Using the CBM for internal analysis (SWOT)
- 4) Formulating international strategies
  - Market entry through low-cost leadership, differentiation, or specialization
  - Defining relative market share & competitive edge
- 5) Implementing successful strategy
  - Setting up a strategic plan
  - Leading the implementation of the strategy

## Prerequisites

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**Key concepts to understand :**

**Knowledge of :**

- Basic principles of international marketing
- Basic theory of international business

## Teaching material

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### Documents in all formats

- Syllabus
- Worksheets
- Guide
- Newspaper articles
- Case studies

### Software

- Office Pack (Word, Excel, PowerPoint, Access)
- Keynote

## Recommended reading

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**Major works :**

- JP BERQUE is an executive, consultant and trainer in international strategy and management with 25 years of international professional experience in various administrations (NATO, UNO embassies) and companies (firms and consulting agencies).
- A graduate from EM business school Strasbourg, Ecole pratique des hautes études, Sorbonne and INALCO.  
Website: jpbmanagement.com
- JP BERQUE, International strategy handbook (reference manual provided in class).  
Harvard Business School, Strategy
- Harvard Business Review, Le must de la stratégie, les meilleurs spécialistes de la question  
Pearson ed., B. Demil, X. LECOCQ 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, Global Business efficiency, (to be published soon)

**Further reading :**

M. E. PORTER, Competitive Strategy  
Pearson ed., 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

**Research works by EM Strasbourg :**

Reference manual (customized textbook)  
Case studies

## Assessment

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**Intermediate evaluation / continuous assessment 1 : session n°**

written + oral (120 min) / in group / English / weighting : 40%  
additional information : Presentations and workshops (case-studies)

**This evaluation serves to measure LO1.1, LO1.1, LO1.2, LO1.2, LO1.3, LO1.3, LO2.1, LO2.1, LO2.2, LO2.2, LO2.3, LO2.3, LO3.1, LO3.1, LO4.1, LO4.1, LO4.2, LO4.2**

**Final assessment : exam week**

written (120 min) / individual / English / weighting : 60%  
additional information : A three-part examination: MCQ, questions, and a case study.

**This evaluation serves to measure LO1.1, LO1.1, LO1.2, LO1.2, LO1.3, LO1.3, LO2.2, LO2.2, LO3.1, LO3.1, LO4.2, LO4.2**

## Grounds for expulsion from classes

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Behaviors such as

**arriving late, leaving early, or exiting the classroom at inopportune moments during class**

**ostentatiously eating or drinking in class**

**using smartphones or laptops for non-class-related purposes**

**reading texts unrelated to the course**

**discussing topics unrelated to the course**

**disrespecting the lecturer**

may lead to expulsion from the class/course.