

International Strategic Management:

New Insights from Management Research and its Integration into Management Practice

1. Themes of our Seminar

According to Wheelan et al. (2018, 46), strategic management consists of four basic elements: Environmental scanning, strategy formulation; strategy implementation; evaluation; and control. This model is both rational (deliberative) and prescriptive (recommending). It is a planning model that represents what an organization should do in terms of the strategic management process, not what any particular company can actually do. The rational planning model predicts that companies that work diligently to more accurately analyze and predict the changing situation in which they operate will perform better with increasing environmental uncertainty than companies that do not. Strategic thinking is a dynamic process that constantly reviews mission (corporate purpose), strategies and practices in light of customer needs and market forces. Strategic thinking thus represents a creative, disruptive, forward-looking, and experimental mindset that is at odds with strategic planning (Moon 2013, 1698 f.). Specifically, strategic thinking involves activities such as gathering information, analyzing, discussing, and dialoguing about the be- conditions that apply to an organization, and in companies with multiple activities, answering the fundamental questions about the organization's portfolio (Ershadii & Dehdazzi 2019, 621). Our seminar will focus on the following main topic:

Boundary Spanning and Ambidexterity in an Open Innovation-Context

During the classroom session, we will use the following case study as the basis of our discussion:

Dąbrowska, J., Lopez-Vega, H. and Ritala, P. (2019)
'Waking the Sleeping Beauty: Swarovski's Open Innovation Journey',
R and D Management, 49(5), pp. 775–788.

2. Methodology

In our lecture the above topics are put into the **basic context** of international management. In the sense of **evidence-based management** current research work is intensively included, which addresses relevant questions of international management, poses counterintuitive hypotheses, explains interesting cause-effect relationships and derives practical management consequences. In addition, practical examples and personal **experiences** of you and the lecturer will be taken up.

3. Learning Objectives

Within the framework of our event, we pursue specific learning objectives. The goals in detail:

- You will find appropriate articles in scientific journals;
- You understand the benefits of systematic analysis;
- You will recognize the practical relevance of scientific findings and be able to elaborate the implications for management;
- You will be able to reproduce the key facts of the topics covered;
- You will be able to distinguish essential concepts;
- You can apply what you have learned in the context of examples;
- You will be able to apply complex issues to case studies;

- You will enhance your personal experience with new knowledge;
- You will be able to evaluate management approaches for their functional efficiency.
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4. Material Provided

- Lecture Concept
- Virtual Library
- Template Presentation
- Guidelines "Analyzing and Writing Scientific Papers" (AWSP)

5. Assignment

You will deliver a **group presentation** "Boundary Spanning and Ambidexterity in an Open Innovation-Context" that analyses current research papers from the field of strategic management and place them in the context of the main topics and objectives of our course. You will have approximately **20 minutes** for this presentation.

The following criteria will be used to evaluate your presentations:

- (1) Structure
- (2) Introduction
- (3) Cause-effect model
- (4) Hypotheses
- (5) Management Implications (Practical Transfer)
- (6) Conclusion

For the development of your presentations, please use the **template** (ppt) provided to you.

6. Preparation of the Lectures

To make the most of the opportunities offered by our seminar, we strongly recommend the following:

- You read the respective research article and focus primarily on the **content aspects** and neglect the methodological background. The focus is initially on recognizing the (content-oriented) **structure** of the research article, the **problem** on which the research article is based, as well as selected **hypotheses** and initial **consequences** for the management.
- Furthermore, it appears useful to have a look at the basic "rules of the game" regarding the scientific way of working. For this purpose, I have compiled our guidelines for you. Please prepare our seminar by reading - at least in a **cursory manner** - both our **guidelines** (AWSP). A cursory glance or examination is a brief one in which you do not pay much attention to detail.

7. Schedule

At the beginning of each lecture, you will engage in a 20-minute group activity to gather core insights about each of the papers and then bring them to the entire group.

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ECTS: 4