# Course Title: C.1.2.4 Strategic Alternatives

# Abstract:

After understanding the firms internal and external factors for internationalisation, a firm has to consider its international strategic options. All firms are confronted with two major pressures: the pressure of local responsiveness and the pressure of global integration. This class explains these pressures and the resulting strategic options firms have. The class ends with a short explanatory video, referring to the strategic alternatives for SME cases discussed in previous classes.

# Learning Objectives:

# Understand the necessary steps to develop an international strategy

# Be able to evaluate different strategic alternatives

# Understand the relevance deciding for a strategic alternative for Internationalising

# Assessment Method:

Students compile stories of INTENSE SMEs and their strategic approach. See Homework.

# Comment:

Blue font is for interactive exercises, Orange for self-study time.

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| Session # | Session Content | Method(s) | Learning Objectives of Session | Material | Time (mins.) | Comments |
| 1 | **Strategic alternatives**  | **80**  | **4 hrs self-study** |
| Intro + Steps in Developing International Strategies | Lecture | Refresh content | PPT Slides 1- 5 | 5  |  |
| Step 4: Evaluate International Strategic Alternatives | Lecture | Understand the necessary steps to develop an international strategyUnderstand relevance of it for SMEs | PPT Slides 6-22 | 40 |  |
| Strategic Alternatives | Lecture + example discussion for each strategy | Be able to evaluate different strategic alternativesUnderstand the relevance deciding for a strategic alternative for Internationalising | PPT Slides 23 - 28 | 25 |  |
| Summary | Video+ short discussion | PPT Slides 29 - 31 | 10 | Reading for self-study: Harzing, A. W. (2000). An empirical analysis and extension of the Bartlett and Ghoshal typology of multinational companies. Journal of international business studies, 31(1), 101-120 (2hrs workload) available at [https://harzing.com](https://harzing.com/) |
| Homework: Strategic approaches of INTENSE SMEs | Students watch videos: „Stories of entrepreneurs“ on the INTENSE website (http://intense.efos.hr/index.php/youtube-channel/)For each entrepreneur they compile a short story including strategic information provided and open questions that remain concerning the international strategy of the companyTry to determine the strategic alternative each company seems to follow | Be able to evaluate different strategic alternatives | PPT slide 30Internet access of students |  | You can determine how extensive the stories should be (4 page paper to turn in or just bullet points to discuss next class)Workload: 2 hrs |