

Subject Information - Intercultural Learning Network: Internationalization Strategies

1. General information

Instruction language: English

Entrance Requirements: - final year BSc with expertise in the areas of Accounting, Marketing, Management and Strategy
 - MSc in the field of Economics and Management

Type: group work and group assignments during 12 weeks, concluding final report and presentation

Assessment: assessment based on
 1. Preliminary Strategy paper
 2. Finance and Strategy assignments during the course
 3. Final report
 4. Final presentation
 For further elaboration on the assignments see below.

2. Course Contents

Globalization is omnipresent in today's business world. Companies are confronted with different options: to concentrate on the home market or to focus on regions that promise success in other parts of the world. Companies have the choice to enter markets on their own and build up own expertise or rely on partners in the foreign markets. To be successful, decisions of Logistics and Production, Finance, R&D and Sales have to be made and coordinated with the company's core strategy to make operations abroad a success.

In the business simulation game, students will run their own companies and compete not only on their home markets but also on foreign regional markets with different market scenarios and market requirements. Students will form intercultural teams and make decisions for the upcoming business periods. By doing this, students will be responsible for their own industrial company and gain a realistic experience of today's business world.

The responsibilities, decisions and assignments that have to be made are:

- Company strategy
- Standardization / Adaptation Strategies
- Assessment of market attractiveness
- Assessment of barriers to new markets
- Selection of appropriate new markets for expansion
- Market entry decisions
- Formation and implementation of market development strategies (Marketing-Mix)
- Investment strategies
- Production assessment
- Global sourcing

3. Learning Goals

After completion of the business simulation, students should be able to:

- Think more effectively and act entrepreneurially
- Make decisions under uncertainty
- Understand macroeconomic and microeconomic volatility in markets and react accordingly with a forward looking orientation
- Understand and actively shape global competitive structures
- Assess opportunities and risks in global markets and
- Formulate and implement goal oriented global and regional plans

4. Process

Before the start of the business simulation game, students have to write applications for the respective positions in the team. The team formation will take place online. Next to the periods of the business simulation game, students are expected to hand in a preliminary strategy paper and written assignments during the course of the seminar. In addition to that, students are expected to critically evaluate their decisions by means of a final report and presentation.

5. Schedule

Time	Task
Week 1 (22.-26.09.2014)	<p>Application for team positions:</p> <ol style="list-style-type: none"> 1. <u>CEO</u> (responsible for coordination and communication internally to the team and external contact person for the instructors from TU Clausthal) 2. <u>Finance Manager</u> (responsible for financial decisions) 3. <u>Production and Logistics Manager</u> (responsible for planning and logistics tasks) 4. <u>Marketing and Sales Manager</u> 5. <u>R&D Manager</u> (responsible for decisions and investments in the field of research and development) <p><u>Application has to include:</u></p> <ul style="list-style-type: none"> - preferred position - country of home university (one participant from one country per team) - short application letter for the preferred position (maximum 150 words) <p>For the CEO position, students have to mail their applications directly to TU Clausthal where the instructors will assign the roles. For the further team building process, the CEO picks her/his team based on the motivation letters. However, only one student from each country can be part of a team!</p> <p><u>Team structure:</u></p> <p>The team structure according to positions is only the starting structure and can be changed by the team during the course of the business simulation.</p>
Week 2 (29.09.-03.10.2014)	<ul style="list-style-type: none"> - Announcement of teams - Introduction to the game via an virtual lecture - Beginning of Strategy paper
Week 3 (06.-10.10.2014)	<ul style="list-style-type: none"> - Business Simulation Trial Period - Hand-in Strategy paper
Week 4 (13.-17.10.2014)	<ul style="list-style-type: none"> - Period 1 Business Simulation - Assignment 1: DESTEP Analysis

Week 5 (20.-24.10.2014)	- Period 2 Business Simulation - Assignment 2: Porter five-forces analysis of the home market
Week 6 (27.-31.10.2014)	- Period 3 Business Simulation - Assignment 3: Internal analysis of company (e.g. Porters value chain)
Week 7 (03.-07.11.2014)	- Period 4 Business Simulation - Assignment 4: Porter five-forces Analysis of foreign market (about selected most important market with argumentation why)
Week 8 (10.-14.11.2014)	- Period 5 Business Simulation - Assignment 5: Competitive analysis (about selected most important competitor and argumentation why)
Week 9 (17.-21.11.2014)	- Period 6 Business Simulation - Assignment 6: SWOT analysis
Week 10 (24.-28.11.2014)	- Period 7 Business Simulation - Starting time for the final report
Week 11 (01.-05.12.2014)	- Period 8 Business Simulation
Week 12 (08.-12.12.2014)	- Deadline final report (08.12.2014) - Final presentation (12.12.2014)

6. Assignments & Evaluation

The final evaluation is based on:

1. Preliminary Strategy paper (20%)
2. Finance and Strategy assignments during the course (5% per assignment, 30% in total)
3. Final report (40%)
4. Final presentation (10 %)

The weighting factor can be different according to the examination rules of the respective university. Above weighting factors only apply to students from Clausthal University of Technology.

Strategy paper

The Strategy paper is supposed to give a general overview and planning of the periods ahead.

It should contain:

- a. Company strategy (2 pages)
- b. Milestones (what do you plan to achieve with respect to R&D, production, Marketing, Marketing, Sales and Finance and when?) for the eight business simulation periods (3-4 pages)
- c. Definitions of markets with respect to country specific and internationalization strategy (1 page)
- d. Target group with respect to markets (2-3 pages)
- e. Marketing Mix (especial focus on the Product Strategy) (1-2 pages)

The page requirement is a maximum of 10 pages.

Final report

The final report is supposed to contain the critical self-evaluation of the project. It should be made of 10 pages and tackle over all periods the questions:

I. Business Simulation evaluation (7-8 pages)

- a. What did you do during the game? What happened?
- b. Did you stick to your strategy?
- c. What went good / bad during the business simulation (critical reflection per period)?
- d. Which mistakes were made? Why?
- e. Could mistakes have been avoided? What could have been done differently?
- f. How would your company continue?
- g. Overall grade for the course

II. Team evaluation (2-3 pages)

- a. How did you form your team?
- b. How was the intercultural teamwork?
- c. What have you learned?
- d. Overall grade for the course

Final Presentation

At the end of the course, every team should upload a final video/presentation that should deal with following questions:

- a. What was your strategy? Did you change it during the simulation?
- b. What happened in the business simulation?
- c. What is your company's SWOT?
- d. How would your company continue?
- e. How was the intercultural teamwork?
- f. What have you learned?

5. Limitations

Students are expected to participate intensively in the decision periods of the business simulation game as well as in the group assignments.

6. Certificate

After successful completion of this course, students will receive a certificate that states their participation and their ability to work in intercultural teams.