

# **Bavaria + Berlin: Strategic Management in the International Context – Public, Private and Nonprofit Organizations**

**SPEA V482/V582**

**June 06 – June 27, 2020**

**\*All sessions are held remotely online through Microsoft Teams/Zoom\***

## **INSTRUCTORS**

Prof. Dr. David Audretsch

School of Public and Environmental Affairs, Indiana University

Prof. Dr. Erik Lehmann

Faculty of Business and Economics, University of Augsburg

## **TEACHING ASSISTANTS**

Julian Schenkenhofer, MSc.

Research and Teaching Fellow, Faculty of Business and Economics, University of Augsburg

Jonah Otto, MPA

Research and Teaching Fellow, Faculty of Business and Economics, University of Augsburg

## **COURSE DESCRIPTION**

This course will center on the strategic management of organizations in the public, private and nonprofit sectors, with a focus on the international context. As internationalization and globalization continue to bring the people, nations and economies of the world closer and closer together, there are major implications for organizations across all three sectors. These implications manifest both internally and externally to the organization and are best handled through intentional strategic management and planning at all levels of the organization. Examples include digitalization and disruption, demographic change, political upheaval and economic upturns/downturns, among many others. While many tenets of strategic management are commonly known, their application in the international world and workplace are less clear. This course provides students with the opportunity to build foundational knowledge in strategic management and learn what it means for organizations in our global age that operate within and across the three sectors of the economy. You will absorb this as you embrace the working cultures of the US and Germany and interact with local and international students from Indiana University and the University of Augsburg.

## **LEARNING OUTCOMES**

Upon the successful completion of this course, students will have:

- Cultivated an understanding of strategic management theory at the organizational level of all three sectors – public, private, and nonprofit
- Gained insight into the complexity of multinational organizations in all three sectors, with emphasis on managing for diversity, inclusion and cultural competence in the workplace
- Applied critical analysis to the interaction between public policy, governmental regulation and strategic management of organizations
- Studied the sustainable and ethical considerations within strategic decision-making
- Developed international project management skills by working on team-based consultation projects with students from different cultural backgrounds in an online environment

## **COURSE PROJECT**

A course project is required. This involves writing a 20-page group paper, (25-page for Master students) on the application of a strategic management theoretical tool to evaluate a public, private, or nonprofit organization that operates globally and is heavily impacted by internationalization (e.g. the UN, WTO, Siemens, Bill & Melinda Gates Foundation, U.S. Chamber of Commerce, German Foreign Ministry, Amnesty International, Hella Hueck (headlight manufacturer), Bobcat (farm equipment manufacturer), Saes Getters (functional material manufacturer) etc.).

The final product must:

1. Be grounded in the topics covered in class
2. Make use of the lessons learned from guest speakers
3. Display a thorough understanding of the organization's history, culture and structure
4. Assess the existing applicable scientific literature
5. Provide an evidence-based strategic assessment of major developments/issues that exist internally and externally to the organization

6. Propose actionable strategies that the organization's management can utilize to address the identified developments/issues
7. Discuss and refute potential arguments that are counter to the stated propositions
8. Include a strategic crisis management assessment to safeguard the organization in situations such as the COVID-19 pandemic
9. Present a conclusion of findings and an assessment for the short and medium-term outlooks for the organization

You will be assigned to work in a multicultural team of no more than four to five people. Each group will be assigned a teaching assistant as an advisor for their paper. The paper should be a minimum of 20 written pages (25 for master students), not including graphs and citations.

An overview of your meeting times (group work sessions) will encompass 30 hours and is due by June 9<sup>th</sup>. A first draft of the paper will be due by June 17<sup>th</sup>, 5:00pm CET. The final paper will make use of the feedback from the presentation (June 26<sup>th</sup>) as well as the teaching assistants' comments on the rough draft and is due by email on July 17<sup>th</sup>, 5:00pm CET.

### **COURSE PROJECT PRESENTATION**

Each group is required to present the findings of their research paper as related to the course. The presentations will be on Friday June 27<sup>th</sup>. Students must use PowerPoint, no PDFs or Prezi's will be accepted. The goal of the presentation is to evoke a discussion of the analysis of strategic management of the chosen organization, why this is important, a description of potential solutions, justifications for these potential solutions, and the impacts of these potential solutions. Presentations should be between 15-20 minutes long, and every group member must participate in the presentation.

### **COURSE READING**

Audretsch, David; Lehmann, Erik. *The Seven Secrets of Germany: Economic Resilience in an Era of Global Turbulence*. New York: Oxford University Press, (2015).

Deresky, Helen. *International Management: Managing Across Borders and Cultures*. 9<sup>th</sup> edition. New Jersey: Pearson, (2016).

## **COURSE GRADING**

### **For IU Students**

• Class preparation and participation	20%
Team Project	
• Project Paper Drafts	10%
• Project Presentation	20%
• Project Final Paper	50%

You are required to participate in all online class sessions, group meetings, and presentations. Failure to do so will result in a deduction in your participation grade.

### **For Uni-Augsburg Students**

You will receive a grade and ECTS for this course based upon the quality of the course paper that you submit. You are expected to participate in all online class sessions, group meetings, and presentations. You are required to equally contribute to the production and presentation of the course paper and presentation.

## **COURSE LECTURES AND GUEST SPEAKERS**

You will notice in the course schedule that follows that there is a wide array of lectures and guest speakers, all of which are intended to better inform your understanding of the readings, of topics surrounding your research project and also of cultural/historical context. This breadth and depth of material is intentionally designed to reflect the complex and interdisciplinary nature of strategic management in the international context, thus giving you the opportunity to apply multiple perspectives to your work – hopefully resulting in a well-rounded and thoroughly insightful finished product. To help achieve this goal, with the remaining time after each talk from the lecturers and guest speakers, we will have the project groups gather and the teaching assistant will lead the class in a workshop/discussion session where we will focus on directly applying the theme of the talk into each group's project. This time is already included with each talk in the schedule.

## COURSE SCHEDULE

**\*\*ALL ITEMS IN THE SCHEDULE OCCUR ONLINE VIA MICROSOFT TEAMS/ZOOM\*\***

**\*\*\*WHERE POSSIBLE, VIRTUAL TOURS ARE INCLUDED IN CASE STUDIES\*\*\***

### **Saturday June 6, 2020**

06:00pm – 07:30pm CET  
12:00pm – 01:30pm EST

*Welcome, Course Logistics, & Microsoft Teams Q&A*  
Jonah Otto, MPA  
University of Augsburg – Germany  
[Zoom](#)

### **Sunday June 7, 2020**

Time for Independent Group Meetings

### **Monday June 8, 2020**

03:00pm – 05:00pm CET  
09:00am – 11:00am EST

*Welcome & Introduction*  
Prof. Dr. Erik E. Lehmann  
*Keynote: Strategic Management in the Globalized World*  
Prof. Dr. David Audretsch  
Indiana University – United States  
[Zoom](#)

### **Tuesday June 9, 2020**

03:00pm – 05:00pm CET  
09:00am – 11:00am EST

*Intro to Strategic Mgmt. Frameworks & Project Overview*  
Jonah Otto, MPA  
University of Augsburg – Germany  
[Zoom](#)

05:00pm – 06:00pm CET  
11:00am – 12:00pm EST

*Group Discussions: Choosing an Org. & Meeting Schedule*  
Teaching Assistants  
University of Augsburg – Germany

**\*\*\*DUE at 06:00pm CET/12:00pm EST: Organization & Meeting Schedule\*\*\***

### **Wednesday June 10, 2020**

03:00pm – 05:00pm CET  
09:00am – 11:00am EST

*Managing Business Models and Business Model Innovation*  
Dominik Wilhelm, MSc.  
University of Augsburg – Germany  
[Zoom](#)

### **Thursday June 11, 2020**

**\*\*\*Closed for Public Holiday – No Classes\*\*\***

**Friday June 12, 2020**

03:00pm – 05:00pm CET

09:00am – 11:00am EST

*Case Studies in Organizational Strategic Management, I*

Karen Brush

Meijer, Inc.

Grand Rapids, United States

[Zoom](#)

05:00pm – 06:00pm CET

11:00am – 12:00pm EST

*Group Discussions: Applying the Case to your Organization*

Teaching Assistants

University of Augsburg – Germany

**Saturday June 13, 2020**

03:00pm – 06:00pm CET

09:00am – 12:00pm EST

*Project Consultations – by appointment*

Teaching Assistants

University of Augsburg – Germany

**Sunday June 14, 2020**

Time for Independent Group Meetings

**Monday June 15, 2020**

03:00pm – 05:00pm CET

09:00am – 11:00am EST

*Organizational Strategies for Innovation*

Prof. Dr. David Audretsch

Indiana University – United States

[Zoom](#)**Tuesday June 16, 2020**

03:00pm – 05:00pm CET

09:00am – 11:00am EST

*Strategic Management & Governance*

Prof. Dr. Erik E. Lehmann

University of Augsburg – Germany

[Zoom](#)**Wednesday June 17, 2020**

03:00pm – 05:00pm CET

09:00am – 11:00am EST

*Strategic Management of Local Governments*

Prof. Dr. Claudia Avelleneda

Indiana University – United States

[Zoom](#)**Thursday June 18, 2020**

03:00pm – 05:00pm CET

09:00am – 11:00am EST

*Internationalization Strategies of Hidden Champions*

Julian Schenkenhofer, MSc.

University of Augsburg – Germany

[Zoom](#)**\*\*\*DUE at 09:00pm CET/03:00pm EST: Rough Draft\*\*\***

**Friday June 19, 2020**

03:00pm – 05:00pm CET  
09:00am – 11:00am EST

*Case Studies in Organizational Strategic Management, 3*  
Dr. Margaretha Schweiger-Wilhelm  
Bavarian American Academy  
Munich, Germany  
[Zoom](#)

05:00pm – 06:00pm CET  
11:00am – 12:00pm EST

*Group Discussions: Applying the Case to your Organization*  
Teaching Assistants  
University of Augsburg – Germany

**Saturday June 20, 2020**

03:00pm – 06:00pm CET  
09:00am – 12:00pm EST

*Project Consultations – by appointment*  
Teaching Assistants  
University of Augsburg – Germany

**Sunday June 21, 2020**

Time for Independent Group Meetings

**Monday June 22, 2020**

03:00pm – 05:00pm CET  
09:00am – 11:00am EST

*Case Studies in Organizational Strategic Management, 2*  
Prof. Dr. Mirjam Zadoff  
Documentation Centre for the History of National Socialism  
Munich, Germany  
[Zoom](#)

05:00pm – 06:00pm CET  
11:00am – 12:00pm EST

*Group Discussions: Applying the Case to your Organization*  
Teaching Assistants  
University of Augsburg – Germany

**Tuesday June 23, 2020**

03:00pm – 05:00pm CET  
09:00am – 11:00am EST

*Public Policy Impacts on the Strategic Management of Orgs.*  
Julia Kienzler, MSc.  
University of Augsburg – Germany  
[Zoom](#)

**Wednesday June 24, 2020**

03:00pm – 05:00pm CET  
09:00am – 11:00am EST

*Ethical Practices in the Strategic Management of Organizations*  
Prof. Dr. Thomas Schwarz  
University of Augsburg – Germany  
[Zoom](#)

**Thursday June 25, 2020**

03:00pm – 05:00pm CET  
09:00am – 11:00am EST

*Firm Size and Innovation*  
Prof. Dr. Alexander Kritikos  
Deutsches Institut für Wirtschaftsforschung  
Berlin, Germany  
[Zoom](#)

**Friday June 26, 2020**

03:00pm – 05:00pm CET  
09:00am – 11:00am EST

*Corporate Intrapreneurship*  
Prof. Dr. Donald Kuratko  
Indiana University – United States  
[Zoom](#)

**Saturday June 27, 2020**

02:00pm – 05:00pm CET  
08:00am – 11:00am EST

*Group Presentations & Feedback*  
Instructors & Teaching Assistants  
Indiana University – United States  
University of Augsburg – Germany

**Friday July 24th, 2020**

**\*\*\*DUE at 05:00pm CET/11:00am EST: Final Draft to Teaching Assistants by Email\*\*\***