



## the blackbox of internationalisation strategy

Internationalisation is the buzzword in higher education, and indeed it would be a challenge to find a university that does not have an 'internationalisation strategy'. Unfortunately, there is very little research into internationalisation from a strategic management perspective. Thus, it remains a mystery how universities formulate and implement their internationalisation strategies, and perhaps more importantly, how the resulting organisational changes are experienced by different stakeholder groups.

This study seeks to open the blackbox of strategy work related to internationalisation in universities by answering two questions:

How do different stakeholder groups interpret the strategic change associated with internationalisation?

What is the role of their interpretative processes and interpretations in the formulation and implementation of the institution's internationalisation strategy?



2000-year presence of internationalisation\*

located in Southeast Asia, an under-researched region that has increasingly captured attention



### strategy-as-practice (SAP)

strategy is something people do rather than an organisational property

examine the praxis, practitioners and practices of strategy work

### sensemaking

people make sense of strategic change and in doing so may take actions that change the strategy itself



### longitudinal case study

2 universities

document analysis of strategic plans related to internationalisation

focus-group interviews of 3 stakeholder groups (managers, faculty, students)

campus observation

### significance

shed light on how different stakeholder groups make sense of and shape the internationalisation process

link internationalisation research with management and organisation study

establish a new approach to studying internationalisation based on SAP and sensemaking

explore the Vietnamese higher education context