

Course title	<i>Strategic Management</i>
Course code	<i>IP 907/IP 908</i>
Module coordinator	<i>Miriam Heinrich</i>
Lecturer	<i>Thomas Michael Ketterer</i>
Level of course	<i>Bachelor</i>
Recommended prerequisites	<i>None (beneficial: basic understanding of business administration terminology)</i>
Type of course	<i>Seminar</i>
Weekly lecture hours (SWS)	<i>2</i>
ECTS credits	<i>2</i>
Workload	<i>In total 60h, 30h course attendance, 30h self-study</i>
Assessment (grading; pass/fail)	<i>graded</i>
Regular cycle	<i>Each Semester</i>
Language of instruction	<i>English</i>
Contents:	<p><i>Over the last decade ‘strategy’ has probably developed into one of the most overused buzzwords in the business world. Currently there are thousands of books, blogs, and articles about the topic of ‘strategy’. It is clear that a good portion of the information available is misusing the term. Interestingly, most of the material suggests that ‘strategy’ is simply forward thinking. So, would strategic management then be the controlling of forward thinking? Or could we go one step further and say from a strategic management perspective, that we, as some people suggest, only need to do our research, make smart decisions and get things done?</i></p> <p><i>In the strategic management course, we will look at most basic theories and concepts and when reasonable discuss specific use cases. Taking current developments into account, an emphasis will be on the sustainability-oriented strategy process. The final application of the learnings will be a group discussion analysing a case study and derive suggestions from an executive’s point of view.</i></p> <p><i>Theories, concepts and tools for strategic management will be introduced along the strategy process including:</i></p> <ul style="list-style-type: none"> <li><i>• Strategic analysis (i.a. PESTEL, Porter’s 5 forces, SWOT, Portfolio techniques, ...)</i></li> <li><i>• Strategy development (i.a. Generic strategies, Vision, Goal setting process, ...)</i></li> <li><i>• Strategy implementation &amp; execution (i.a. 3 phases Lewin, change curve, 8 steps Kotter, ...)</i></li> <li><i>• Strategy monitoring &amp; evaluation (i.a. KPIs (ROI), Balanced Scorecard, ...)</i></li> <li><i>• Sustainability-oriented strategy process (i.a. Quadruple bottom line, CSR 4.0, conscious capitalism, ...)</i></li> </ul>
Learning outcome (competencies):	<p><i>After having successfully completed the course, the students should</i></p> <ul style="list-style-type: none"> <li><i>• Demonstrate a systematic understanding and critical evaluation of the key aspects of the strategic management process.</i></li> </ul>

	<ul style="list-style-type: none"> <li>• Demonstrate the ability to compare different theories and perspectives of strategic management and use and appraise them appropriately.</li> <li>• Demonstrate the ability to participate in constructive discussion of strategic management issues.</li> </ul>
Teaching methods	<input checked="" type="checkbox"/> Lecture <input type="checkbox"/> Group work <input type="checkbox"/> Exercises <input type="checkbox"/> Simulation <input type="checkbox"/> Video feedback <input checked="" type="checkbox"/> Others: Scientific paper and case study
Assessment methods	Written Exam
Recommended reading	<u>Required reading:</u> <i>Firm Resources and Sustained Competitive Advantage</i> by Jay Barney ( <i>Journal of Management</i> 1991; 17; 99) <i>Whole Foods: Balancing Social Mission and Growth</i> by C. Marquis, M. Besharov & B. Thomason ( <i>Harvard Business School Teaching Note</i> 411-057, October 2010) <u>Recommended reading:</u> <i>Strategic Management</i> by Richard Lynch ISBN-13: 978-1292211404 <i>Strategic Management: A Competitive Advantage Approach, Concepts and Cases</i> by Fred R. David & Forest R. David ISBN-13: 978-1292148496 <i>Exploring Strategy, Text and Cases</i> by Whittington, Regner, Angwin, Johnson & Scholes ISBN-13: 978-1292282459
Additional information	
Recognition of credits	