

Strategic Management

Module description
Winter semester 2022/23
M.Sc. Program

Module objectives

The central aim of the module “Strategic Management” is for participants to understand how companies create superior strategies, i.e. how they design strategies that increase company value. For this reason, the module puts a focus on theories, concepts and tools for strategy development at business and corporate levels. Additionally, the application of strategy tools and concepts on case companies is stressed.

Module contents

The module consists of three parts. After a brief introduction to the fundamentals of strategic management (Part A), aspects of strategy development at the business unit level are discussed (Part B). Here, different concepts of strategy analysis and formulation are particularly relevant. Additionally, we will address the sustainability of competitive advantages over time. Part C then focusses on important theories, concepts and tools of strategic management at the corporate level. First, an emphasis is put on strategy analysis at the corporate level, particularly on scenario-based portfolio planning. Then, we address different aspects of strategy formulation at the corporate level. Here, the design of diversification strategies as well as mergers & acquisitions and alliances as instruments to execute portfolio changes are discussed. Finally, aspects of strategy implementation on the corporate level are addressed.

Module methods and times

This module is based on blended learning format which consists of two main elements:

1. Self-managed learning

The delivery of theoretical contents is conducted through self-managed learning facilitated via ILIAS. Students are expected to study the provided materials – video lectures, readings, case studies – prior to class.

2. Interactive in-person and online sessions

The in-person and online sessions are devoted to

- a) the presentation and discussion of readings that are related to and extend the contents of the video lectures, and/or
- b) the application of theoretical concepts to case examples.

Sessions generally take place on Wednesdays from 8.30 to 11.45 (start: **October 19th, 2022**), except for Nov. 16th, Dec. 7th, and Dec. 21st.

Module structure

Part A: Introduction to Strategic Management

Part B: Strategy Development on the Business Level
B.1 Strategy Formulation at the Business Level
B.2 Sustainability and Competitive Dynamics

Part C: Strategy Development on the Corporate Level
C.1 Fundamentals of Corporate Strategy
C.2 Strategy Analysis on the Corporate Level based on Scenarios
C.3 Strategy Formulation – Diversification Strategy, M&A and Alliances
C.4 Strategy Implementation on the Corporate Level