

Course No.: DLMBSME01	Course Title: Strategic Management	Hours Total: 150 h Credit Points: 5 ECTS
Course Type: Pflicht Course Availability: WS, SS Course Duration: 1 Semester		Admission Requirements: See module description
Course Coordinator / Instructor: See current list of tutors in the Learning Management System		References to Other Modules: Please see module description
<p>Course Description:</p> <p>Various methods of strategic market analysis are presented in this course so as to allow students to evaluate risks and opportunities in markets and understand strengths and weaknesses of organizations that face specific market situations. Supported by new developments in the field of market research, the process for identifying and analyzing core competencies and competitive advantages in national and international environments is discussed at length. Students are supported to plan strategic alternatives and to implement and control these by taking on fictitious roles within the organization. Exercises and case studies help students to identify with the role of management and participate in the strategic planning process as well as in operational management. This helps students understand the problems companies regularly face and comprehend how methods of modern management can be used in order to solve these.</p> <p>Course Objectives and Outcome:</p> <p>The students will learn to implement strategic concepts on various levels within the organization and thus understand the strategic management process. The students will become familiar with the philosophy and the language of strategic planning and market analysis. Case studies and exercises will complement this understanding by offering a practical approach to strategic management. After successfully finishing the course, students will be able to solve complex strategic problems and situations by engaging in a structured, logical, and focused process.</p> <p>Teaching Methods:</p> <p>A variety of learning materials are offered to students: depending on the course, these include printed and online course books, vodcasts, podcasts, online tutorials, case studies, and online knowledge tests. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.</p> <p>Course Content:</p> <p>1 What is Strategy?</p> <p>1.1 What is a Corporate Strategy?</p> <p>1.2 What Has to be Taken into Consideration when Making Strategic Decisions?</p> <p>1.3 Who Takes Part in Developing a Strategy?</p> <p>1.4 What is Included in a Solid Strategic Plan?</p> <p>2 The Strategic Environment</p> <p>2.1 Who Are We in the Market Place? The Macro Environment</p>		

2.2 Where Are We in the Market Place? The Micro Environment

2.3 Analysis, Strategic Capabilities, and the Five Forces Model

3 The Position in the Market

3.1 Why Do We Exist?

3.2 What is Our Position in the Market?

3.3 What Information Does the Company Need?

3.4 What Capabilities Does the Organization Have?

3.5 What Capabilities Do Others Have?

4 What Strategic Options Are Available to the Strategic Business Unit (SBU)?

4.1 What Strategic Options Does the SBU Have?

4.2 Interactive Strategies

4.3 Product Life Cycle

5 What Strategic Options Are Available to the Corporation?

5.1 Areas to Consider When Formulating a Strategy

5.2 Strategic Options

5.3 Outsourcing

5.4 Product Portfolio Analysis Using the BCG Matrix (BCG)

5.5 Product Portfolio Analysis Using the GE-McKinsey Matrix

6 What International Strategies Are Available?

6.1 Why Do Companies Go International?

6.2 What Factors Contribute to the Decision About Which Country to Invest In?

6.3 How Can a Company Invest Internationally?

7 Do-It-Yourself, Buy, or Ally?

7.1 Do-It-Yourself

7.2 Mergers and Acquisitions (M&As)

7.3 Strategic Alliances

7.4 How to Decide Whether to Buy, Ally, or Do-It-Yourself?

8 How to Evaluate Strategies?

8.1 How to Evaluate Strategy?

8.2 Implementing Strategy

Literature:

- Harvard Business School Essentials. (2006). The essentials of strategy. Boston: Harvard Business School Press.
- Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2012). Marketing management (2nd ed.). London: Pearson Education.
- Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy (8th ed.). Harlow: Prentice Hall.
- Mooradian, T. A., Matzler, K., & Ring, L. J. (2012). Strategic marketing. Harlow: Pearson Education.
- Porter, M. (1998). Competitive advantage: Creating and sustaining superior performance. New York, NY: The Free Press.
- Porter, M. (1998). Competitive strategy: Techniques for analyzing industries and competitors. New York, NY: The Free Press.
- Porter, M. (2008). On competition. Boston, MA: Harvard Business Review Press.
- Wheelen, T. L., & Hunger, D. (2012). Strategic management and business policy: Towards global sustainability (International Edition). Harlow: Pearson.
- Winer, R. S., & Dhar, R. (2011). Marketing management (4th ed.). Harlow: Pearson Education.

Prerequisites to Qualify for Assessment:

- Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass)
- Course evaluation

Assessment:

Exam, 90 min.

Student Workload (in hours): 150

Self-study: 90
Self-testing: 30
Tutorials: 30

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