

# Strategic Management (GMT 3013)

## Syllabus – Summer Winter Semester 2017/18

### 1. GENERAL COURSE DETAILS

<b>Title:</b>	Strategic Management (GMT 3013)
<b>Language:</b>	English
<b>ECTS-Credits:</b>	3
<b>Level:</b>	3 (Bachelor)
<b>Participants:</b>	BREM6, BSWP6, BWMI6, BEL6, BPM6, BCR6, BWR6, ISP22
<b>Start of Course:</b>	October, 6 <sup>th</sup>
<b>Time and Place:</b>	Friday, 1.45-3.15 p.m. room W2.3.15
<b>SWS:</b>	2 (30 contact hours)
<b>Workload:</b>	60 hours. The course consists of 1 session of 1 ½ hours per week and awards 3 credits for successful completion of the course. It is therefore expected that at least approximately 22,5 hours are used by the student to prepare themselves for the next session and to review past sessions
<b>Requirements:</b>	Participants should have completed all the foundation courses in management. In addition, a high proficiency in English is required (B2), this is not a language course.

### 2. DESCRIPTION OF COURSE:

The purpose of the course is to provide students with an overview of the field of Strategic Management. Therefore, the course starts with definitions and a look back into the evolution of strategy from a historical perspective in order to understand linkages of strategy between various disciplines apart from business. The core objective of the course is to help participants understand concepts and analytical tools of Strategic Management which they can apply and practice in their future job environment. Accordingly, we will not only discuss theoretical models and concepts, but bring them into business practice via case-study discussions, which shall be prepared in group assignments during the time of self-study.

### 3. LEARNING OBJECTIVES

The following illustrates how the course in Strategic Management supports the Learning Objectives of General Management

Goal	Course Contributions to Goal	Assessment
1 Responsible leadership in organizational contexts	Understanding the dependencies between a changing market environment and the related threats and opportunities for small and medium enterprises when it comes to strategic management orientation.	Discussions within class, Case Study, Written exam.
2 Creative problem solving skills in a complex business environment	Developing solutions to future perspectives and evaluating the “most appropriate” solution in order to deliver sound strategic concepts.	Discussions within class, Case Study, Written exam.
3 Research Skills	Developing solutions to future perspectives and evaluating the “most appropriate” solution in order to deliver business competitiveness.	Case Study, written exam.
4 Management of Innovation	Developing solutions to future perspectives and evaluating the “most appropriate” solution in order to deliver business competitiveness.	Case Study, written exam.
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities	Addressing selected questions/problems relating to company/business ethics, e.g. company goals, social responsibility et cetera, linked to the field of strategic management across cultures and borders.	Discussions within class, Case Study, Written exam.

#### 4. COURSE CONTENT and CLASS SCHEDULE

Week Date	Topic	Chapter (2014)	Case
1 06-10	Introduction • Structure of the book • Organisation	0-1	Opening Case
2 <b>11-10</b> (W1.2.04, 1:45-3:15 p.m.)	<b>Part I THE STRATEGIC POSITION</b> Chapter 2. The environment	2	
3 <b>25-10</b> (W1.2.04, 1:45-3:15 p.m.)	Chapter 3. Strategic capabilities	2	
4 <b>08-11</b> (W1.2.04, 1:45-3:15 p.m.)	Chapter 4. Strategic purpose	3	
5 10-11	Chapter 5. Culture and strategy	4	
6 <b>15-11</b> (W1.2.04, 1:45-3:15 p.m.)	<b>Part II STRATEGIC CHOICES</b> Chapter 6. Business strategy	5	Case 1: Eletrolux
7 17-11	Chapter 7. Corporate strategy and diversification		
8 24-11	Chapter 8. International strategy	6	Case 2: Vodafone
9 01-12	Chapter 9. Innovation and entrepreneurship	7	
10 08-12	Chapter 10. Mergers, acquisition and alliances	8	
11 15-12	<b>Part III STRATEGY IN ACTION</b> Chapter 11. Evaluating strategies	9	Case 3: Tesco
12 22-12	Chapter 12. Strategy development processes	10	
13 12-01	Chapter 13. Organising for success	11	Case 4:tbd
14 19-01	Chapter 14. The practice of strategy	12	
15 26-01	Exam Colloquium		

#### 5. DIDACTICAL APROACH

The didactical approach is a formal lecture, including both theory and examples, but it is based upon interactive support from the students. In order to achieve an ongoing dialogue – students are invited to work within teams on case studies and to present them in class (see section 6).

The basis for successful sessions is: mutual respect, trust and fairness, which together with involvement, consistency and a willingness to perform and inevitably results in an interesting and stimulating atmosphere in which learning and personal growth can also be fun. A few fundamental rules should be remembered:

- Be present – offline: No smart phones in class
- All relevant material is brought to the sessions,  
only the relevant material should be read in class – no newspapers et cetera.

## **6. METHOD OF ASSESSMENT/ WRITTEN EXAM/ CASE STUDY GROUP WORK**

The assessment of the course will be based on a final exam at the end of the semester (during the exam weeks between Jan 29<sup>th</sup> – Feb 9<sup>th</sup>). Duration of the exam will be 60 minutes. The exam will be then 100% of the grade.

Nonetheless, interested students have the option to improve their grading on a volunteer base.

Students have the opportunity to improve their results through active participation in solving the group case studies.

In the first week of class, teams of 5 people (not more!) will be formed which will remain together during the whole term. Ensure, that you have mixed nationalities! During the course of the class there will be various group cases, which will be discussed at home and then the solution shall be handed in to the lecturer for correction.

A minimum of 3 solutions is needed to qualify for the grading (out of the 4 exercises/cases being discussed). If more than 3 are handed in, the professor will select the best 3 ones. A combined grade will be formed by all the solutions handed in (one grade per group). In case the grade will be better than the exam grade, it will be taken into consideration by the professor and will account for 20% of the grade.

The grading is as follows:

- 1.0 Very good, a performance significantly above the average performance
- 2.0 Good, above average performance
- 3.0 Satisfactory, an average performance
- 4.0 Adequate, a below average performance with noticeable shortcomings
- 5.0 Fail, an unacceptable performance.

## **7. DOCUMENTS FOR THE LECTURE**

The Syllabus, the lecture script and all case studies are ready for download on the E-learning-Platform under <http://elearning.hs-pforzheim.de>.

Literature: The course is based on:

*Johnson, G./ Whittington, R./Scholes, K./ Angwin, D./ Regner, P.: Exploring Corporate Strategy, latest ed., Pearson.*

In addition to the course book, the following titles might be help to the interested reader:

- Thompson, J./ Martin, F.: Strategic Management. Awareness and Change, latest ed. Thompson Learning.
- Grant, R. M.: Contemporary Strategy Analysis, latest edition, Blackwell Publishing.
- Wheelen, T. L./ Hunger, J. D./ Hoffman, A. N./ Bamford, C. E.: Strategic Management and Business Policy. Globalization, Innovation and Sustainability, Pearson.

## **8. CONTACT DETAILS**

Prof. Dr. Kai Alexander Saldsieder

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Colloquium: Wednesday, 11:30 – 1:00 p.m.

## **9. LECTURER**

Kai Alexander Saldsieder, born 1971, works since 2008 as Professor of General Management and International Business at the Business School of Pforzheim University

During the period from 1990 until 2000 he served as Army-Officer (Armoured Corps, Public Relations Officer, Chief Editor Army Newspaper Bosnia Hercegovina and Croatia). Afterwards, he worked as Business Development Manager in the Consumer Goods Industry (P&G, MGM, Hasbro).

At Pforzheim University Kai Alexander Saldsieder lectures Strategic Management, International Business Development, General Management, Services Marketing as well as Sales and Distribution Management. Kai Alexander Saldsieder studied Business Management in Germany (Hamburg), the U.S. (Phoenix/Arizona) and England (Henley on Thames).