

Syllabus
GMT5423 Fundamentals of Strategic Management
Prof. Dr. Frauke Sander
Winter Semester 2021/22

Level	Master
Credits	3
Student Contact Hours	30 h (180 minutes weekly in the first half of the semester)
Workload	90 h (30 contact hours / 60 h self-study time)
Prerequisites	Participants should have a high proficiency in English (B2)
Time	Thursday, 9.45 – 13.00
Room	W1.3.02
Dates	October 7th – Dec 16 th (first half of the semester)
Lecturer	Name Prof. Dr. Frauke Sander
	Office W2.4.16 and Alfaview Office of Prof. Sander
	Colloquium Thursday, 14.00 – 15.30
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Summary

The aim of this course is to provide students with an understanding of the strategic management process. The course therefore introduces key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises in the face of uncertainty and competition.

Outline of the Course

Session	Topic
1	What is Strategy and Strategic Management?
2	Goals, vision and mission of an enterprise (incl. CSR)
3/4/5/6	The analysis of the external environment of an enterprise > Macro-environment > General market information > Competitors, Customers and Supply objects
7	The analysis of internal resources and capabilities
8/9	Defining Strategy: Corporate level
10/11	Defining Strategy: SBU level > Competitive advantage and its sources > Porter's generic strategy options
12/13	Implementing & controlling strategy > Organizing for success > Role of culture in strategy implementation
14	Summary and exam preparation

Learning objectives:

- Analyze the external environment of an enterprise, i.e. identify the main structural features of an industry based on an appropriate selection of analysis tools.
- Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage.
- Demonstrate understanding of the concept of competitive advantage and its sources.
- Describe corporate strategy in terms of corporate parenting, business scope and different growth strategies.
- Describe different generic competitive strategies on a business level and apply blue-ocean strategies to identify uncontested market space.
- Explain the drivers for successful strategy execution and understand the role of culture and organizational design.

The following table 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 firms when it comes to strategic management orientation.	Discussions within class, case study, 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, exam
3 Research Skills	Developing solutions to future perspectives and evaluating the “most appropriate” solution in order to deliver business competitiveness.	Discussions within class, case study
4 Management of the challenges of global sustainability and awareness for social and corporate responsibilities	Addressing selected questions/problems relating to 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, exam

Teaching and Learning Approach

My purpose is to assist your learning efforts, if you have any questions relating to the content or structure of the lectures, please do not hesitate to contact me.

The didactical approach is a formal lecture, including both theory and examples, but this is based upon interactive support from the students, which are asked to actively participate in discussions and exercises.

A few fundamental rules should be remembered:

- Punctual Start
- Mobile phones turned off or silent!
- All relevant material should be brought to the sessions

Literature and Course Materials

- Johnson, G./ Whittington, R./ Regner, P./ Scholes, K./ Angwin, D. (2017): Exploring Corporate Strategy, 11th ed., Pearson.
- Wunder, T. (2016): Essentials of Strategic Management, Schäffer-Poeschel, Stuttgart.

Assessment

The method of assessment is an examination of 60 minutes based upon the contents considered in the sessions.