

Syllabus
GMT 5431 Strategic Management and Int. Business Development
Prof. Dr. Frauke Sander
Summer Semester 2021

Level	Master	
Credits	5	
Student Contact Hours	60 h	
Workload	150 h (60 contact hours / 90 h self-study time)	
Prerequisites	Successful completion of 1st semester	
Time	Wednesday, 9.45 – 13.00	
Room	W 4.1.06	
Start Date	17.03.2021	
Lecturer(s)	Name	Prof. Dr. Frauke Sander
	Office	W2.4.16
	Virtual Office	Internet Office Sander
	Office Hours	Tuesday, 14.30 – 16.00
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Summary (optional)

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

Outline of the Course

Session	Topic
1	What is Strategy and Strategic Management?
2/3	Strategic Analysis: External Perspective
4	Strategic Analysis: Internal Perspective
5	Strategic Guideposts: Vision, Mission and company culture
6	Strategy formulation: Corporate level
7	<i>Market analysis presentations</i>
8/9	Strategy formulation: Business level
10/11/12	Strategy formulation: Going international
13	Choosing the right strategy
14	Strategy implementation

Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Goal	Learning Objectives	Course Contributions to Goal	Assessment
1 Responsible leadership in organizational contexts	1.1 Knowledge of leadership principles 1.2 Application of leadership principles 1.3 Critical reflection of leadership concepts	<ul style="list-style-type: none"> Responsible leadership is a relevant issue in many of the case studies considered Students will work in teams on a number of exercises and case studies during the lecture 	<ul style="list-style-type: none"> Case study discussions Presentation of market analysis report
2 Creative problem solving skills in a complex business environment	2.1 Ability to identify, differentiate and classify problems 2.2 Ability to analyze problems (instrumental competence) 2.3 Ability to find creative solutions (systemic competence) 2.4 Ability to present problems (communicative competence)	<ul style="list-style-type: none"> Structuring complex business situations in case studies and exercises. Applying learnt tools and methods when conducting a "real" market analysis 	<ul style="list-style-type: none"> Market analysis group presentations Written exam Case study discussions
3 Research Skills	3.1 Methodological knowledge (extending knowledge) 3.2 Competence in applying relevant state of the art research methods (instrumental competence) 3.3 Ability to collect innovative results by using relevant research methods (systemic competence)	<ul style="list-style-type: none"> Throughout the course methods and tools e.g. with regard to external and internal analysis are introduced, which then have to be applied in the market analysis and case studies 	<ul style="list-style-type: none"> Market analysis group presentations Written exam Case study discussions
4 Management of Innovation	4.1 Fundamental knowledge of operational innovation processes 4.2 Ability to assess a company's innovation potential 4.3 Ability to develop complex technological strategies	<ul style="list-style-type: none"> Innovation is considered as a relevant cause of change and potential source of competitive advantage in several lectures 	<ul style="list-style-type: none"> Case study discussions
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities	5.1 Fundamental knowledge of sustainability issues 5.2 Ability to identify and analyze sustainability issues and its causes 5.3 Development of sustainability strategies	<ul style="list-style-type: none"> Challenges in sustainability are considered as part of the strategic guideposts underlying the strategy development process 	<ul style="list-style-type: none"> Case study discussions

Teaching and Learning Approach

The course is organized as a lecture, but throughout the course emphasis is put on discussion and interaction with the students as well as exercises and case studies. This application-oriented approach should foster the transfer of concepts and methods learned to 'real-world' situations the students will be confronted with in the future.

The materials for the course will be distributed to the students on the e-learning platform.

Literature and Course Materials

- Johnson, G./ Whittington, R./ Regner, P./ Scholes, K./ Angwin, D. (2020): Exploring Strategy, 12th ed., Pearson.
- Wunder, T. (2016): Essentials of Strategic Management, Schäffer-Poeschel, Stuttgart.
- Hollensen, S. (2020): Global Marketing, 8th ed., Pearson.

Additional readings will be handed out to teams of students to be read before and discussed in the first class. Students will be informed about their assigned paper via mail and moodle.

Assessment

The final grade will be based on two learning assessments:

- Development and **presentation of a market analysis** (40% of final grade)
The grading will be based upon the quality of the written and oral presentation. The presentation should have a clear structure, contain all relevant elements, be comprehensible, plausible and the documentation should be prepared in an adequate visual format.
- **Written examination** of 90 minutes (60% of final grade)

Important - please note:

Both parts need to be passed separately to get an overall "passed"-grade for the course!

Code of Conduct for online Teaching

[Link to the Code of Conduct for online Teaching](#)