

Syllabus
GMT 5431 Strategic Management and Int. Business Development
 Prof. Dr. Frauke Sander
 Summer Semester 2024

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	20.03.2024	
Lecturer(s)	Name	Prof. Dr. Frauke Sander
	Office	W2.4.16
	Virtual Office	Invitations to Microsoft Teams will be sent for individual appointments
	Office Hours	Wednesday, 14.00 – 15.30 (please make an appointment)
	Phone	+ 49 7231 28-6637
	Email	frauke.sander@hs-pforzheim.de

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

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Methods	
After completion of the program the students will be able...		After completion of the course the students will be able...	Presentation	Written Exam
			40%	60%
			Collective	Individual
1	Responsible Leadership in Organizational Contexts			
1.1	... to know and explain important leadership principles.	...to explain different approaches to corporate management and resulting relationships between HQ and strategic business units of a company. ...acknowledge the importance of culture for successful strategy implementation.		x
1.2	... to apply leadership concepts to an organizational context or a specific case.	...to analyse and reflect on corporate parenting relationship decision and options.		x
1.3	... to critically reflect on leadership concepts in a certain organizational context or in a specific case.	...to analyse and reflect on corporate parenting relationship decision and options.		x
2	Creative Problem Solving Skills in a Complex Business Environment			
2.1	... to identify & classify problems.	...to structure complex business situations and identify challenges businesses are facing in a dynamic market environment. ...to classify entrepreneurial issues in the different areas of strategic management, especially corporate- and SBU-level strategy as well as internationalization decisions.	x	x
2.2	... to analyze problems.	...to apply a set of analysis tools and methods that are part of the external and internal strategic analysis in order to prepare for strategic decision making.	x	x
2.3	... to creatively solve problems.	...to develop well-based recommendations on strategic decisions choosing from the various strategy options in the different areas of strategic management decision making.	x	x
2.4	... to explain problems and their solutions in a comprehensive manner.	...to comprehensively summarize analysis results and drawn conclusions / recommendations.	x	
3	Applied research skills			
3.1	... to know the research and analysis methods important in his/her field of study.	...to elaborate on the various tools to be used as part of an external and internal strategic analysis.	x	x
3.2	... to appropriately apply the research and analysis methods.	...to apply appropriate tools of strategic analysis and derive conclusions for strategic decision making.	x	
3.3	... to obtain innovative results using relevant research methods.	...to develop a meaningful market analysis as a basis for strategic decision making.	x	
5	Management of the challenges of global sustainability and awareness for social and corporate responsibilities			
5.1	... to have a sound basic knowledge of sustainability issues.	...to explain content and relevance of the triple-bottomline as part of the strategic guideposts companies define for their actions. ...to reflect on the need / relevance of CSR activities of companies.		x
5.2	... to identify and analyze sustainability issues and their causes.	...to elaborate on the different stakeholders of a company and their (partly conflicting) interests, that might lead to sustainability issues.		x
5.3	... to develop sustainability strategies.	...to discuss different stances companies can take on CSR.		x

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. (2023): Exploring Strategy, 13th ed., Pearson
- Wunder, T. (2023): Essentials of Strategic Management, 2nd ed., 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!