

# **Strategic Management and International Business Development (GMT 5431)**

## **Syllabus**

### **Summer term 2020**

#### **General Course Details**

<b>Time &amp; Room:</b>	Wednesday 9.45-13.00, W4.1.06 starting March 25th 2020
<b>Workload:</b>	5 ECTS
<b>Level:</b>	Advanced II
<b>Participants:</b>	Course is mandatory for all 2 <sup>nd</sup> semester MBA-IM students
<b>Requirements:</b>	Successful completion of 1 <sup>st</sup> semester
<b>Assessment:</b>	Group presentation of market analysis 90 minutes written exam

#### **Course Description:**

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 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 increasingly international competition.

#### **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
- Understand how to “go international” including motives, market selection, market entry strategy and decisions on whether to standardize or differentiate on global markets
- Explain the drivers for successful strategy execution and understand the role of culture and organizational design

<b>Session</b>	<b>Topic</b>
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	Strategy formulation: Business level
9	Strategy formulation: M&A
10-12	Strategy formulation: Going international
13	Choosing the right strategy
14	Strategy implementation

### Learning Outcome:

Goal	Learning Objectives	Course Contributions to Goal	Assessment
<b>1 Responsible leadership in organizational contexts</b>	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"> <li>Responsible leadership is a relevant issue in many of the case studies considered</li> <li>Students will work in teams on a number of exercises and case studies during the lecture</li> </ul>	<ul style="list-style-type: none"> <li>Case study discussions</li> <li>Presentation of market analysis report</li> </ul>
<b>2 Creative problem solving skills in a complex business environment</b>	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"> <li>Structuring complex business situations in case studies and exercises.</li> <li>Applying learnt tools and methods when conducting a "real" market analysis</li> </ul>	<ul style="list-style-type: none"> <li>Market analysis group presentations</li> <li>Written exam</li> <li>Case study discussions</li> </ul>
<b>3 Research Skills</b>	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"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Market analysis group presentations</li> <li>Written exam</li> <li>Case study discussions</li> </ul>
<b>4 Management of Innovation</b>	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"> <li>Innovation is considered as a relevant cause of change and potential source of competitive advantage in several lectures</li> </ul>	<ul style="list-style-type: none"> <li>Case study discussions</li> </ul>

<b>5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities</b>	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"> <li>Challenges in sustainability are considered as part of the strategic guideposts underlying the strategy development process</li> </ul>	<ul style="list-style-type: none"> <li>Case study discussions</li> </ul>
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### 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.

Special emphasis is also given to an **active contribution** by all participating students. Besides the group presentations (which are part of the final grade) and active participation in class, students are expected to engage in ongoing learning activities. This includes e.g. weekly work on a mind map for class content.

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

### Method of 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!

### Literature:

- Johnson, G./ Whittington, R./ Regner, P./ Scholes, K./ Angwin, D. (2017): Exploring Corporate Strategy, 11<sup>th</sup> ed., Pearson.
- Wunder, T. (2016): Essentials of Strategic Management, Schäffer-Poeschel, Stuttgart.
- Morschett, D. / Schramm-Klein, H. / Zentes, J.: Strategic International Management, 2nd ed., Wiesbaden 2010.

### Additional readings:

- Barney / Hesterly (2012): Strategic Management and Competitive Advantage, 4<sup>th</sup> ed, 2012.
- Kotler / Berger / Bickhoff (2010): The Quintessence of Strategic Management, Berlin / Heidelberg, 2010.
- Porter (1996): What is Strategy?, in: Harvard Business Review, Nov / Dec 1996, p. 61-78.

### Availability of the lecturer:

Prof. Dr. Frauke Sander, room W 2.4.16, e-mail: frauke.sander@hs-pforzheim.de  
office hours: please refer to the LSP