

Syllabus
BAE1113 Strategic Management
Cornelia Elsässer
Summer Semester 2024

Level	Bachelor	
Credits	3	
Student Contact Hours	2	
Workload	90 hours	
Prerequisites	You should have good understanding of the English language (B2 level) and you should know basics of Business Administration (Module Business Administration I).	
Time	see LSF	
Room	see LSF	
Start Date	see LSF	
Lecturer(s)	Name	Cornelia Elsässer (substituting Prof. Dr. Henning Hinderer)
	Office	t.b.a.
	Virtual Office	Virtual Office Prof. Hinderer
	Office Hours	t.b.a.
	Phone	upon request
	Email	CorneliaElsaesser@web.de (preferred mode of communication)

Summary

The lecture gives an overview of Strategic and Operational Management of companies as vital components of business management in general. After a description of the basic concepts of the subject and a discussion of various broadly accepted and discussed instruments and theories the lecture focuses on details of classical and more modern concepts in a strategic management cycle with four major steps. The lecture also comprises a comprehensive view on the approach of Value Based Management with a special emphasis on ethical aspects of strategic business management.

Students will be prepared for the analysis of business opportunities of a company and to develop a strategic mission statement. Starting from that, they can interpret and develop a business strategy, functional policies and understand the importance of implementation guidelines. In addition, they understand the necessity of feedback processes in order to “close the loop” and continuously improve.

Outline of the Course

The lecture includes a comprehensive overview of the more traditional and the more modern strategic management theories and concepts. After the definition of the strategic direction of a company on the market and the role of its shareholders, the different functional areas of a company will be discussed from a strategic point of view. This includes, amongst others, “products and markets”, “leadership”, “organizational structures” and “financial control” aspects.

A special focus is put on the topic how to write, read and interpret helpful mission statements. A number of current examples are being discussed in class. Students will be given an assignment to discuss current strategic decisions and developments in the world market.

Current topics and developments in politics and economy which might have an impact on the strategic and operational management of companies will be discussed in class.

The lecture is structured as follows:

- Basic aspects of strategic and operational management
- Introduction into the strategic management process.
- Analysis of the internal and external environment of companies and explanation of the interrelation between strategic and operational management
- Strategy formulation and implementation
- Evaluation and control – Closing the loop
- Value based management and ethical aspects
- Continuous discussion on current topics in economy, politics, innovation or design topics with strategic relevance

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

Program Intended Learning Outcomes	Course Intended Learning Outcomes
After completion of the program the students will be able...	After completion of the course the students will be able...
1 Expert Knowledge	
1.3 ...to demonstrate their distinguished and sound competencies in General Business Administration.	...to apply basic knowledge of strategic management and corporate governance.
1.4 ...to demonstrate their distinguished and sound competencies in Economics.	...to identify relationships between operational management and the business environment.
1.8 ...to demonstrate profound expert knowledge in their field of specialization.(WI/IM)	...to understand international contexts with relevance for entrepreneurial action.
1.8 ...to demonstrate profound expert knowledge in their field of specialization.(WI/ID)	...to identify fields of innovation through a systematic analysis of the entrepreneurial environment.
2 Digital Skills	
3 Critical Thinking and Analytical Competence	
3.1 ...to implement adequate methods in a competent manner and to apply them to complex problems.	...to classify external events in the international market environment with regard to their impact on strategic corporate decisions.
4 Ethical Awareness	
...to develop sound strategies in the areas of ethics, sustainable development and social responsibility and are able to apply them to typical economic decision-making problems.	...to identify ethical responsibilities and dilemmas in corporate strategy issues. They are capable of multi-perspective discussion and position-taking.
5 Communication and Collaboration Skills	
5.2 ...to demonstrate their oral communication skills in presentations.	...to make presentations and discuss findings related to topics as well as case studies in English.
6 Internationalization	
6.1 ...to understand and explain business challenges in an international context.	... to place strategic decisions in the international context.
6.2 ...to articulate themselves in a professional manner in international business.	...to lead discussions on current, strategically relevant decisions in English.

Teaching and Learning Approach

The teaching and learning approach is based on three didactical methods:

The theoretical key knowledge and the basic concepts are taught during the lecture. The students gain insight into the methodology and the guidance to know and to implement the introduced concepts and tools of strategic management and to understand strategic decision making. Questions, comments, and participation in discussions by the students especially about current topics and events is expected and highly appreciated.

After the lecture, students should reflect and sum up the content of the lecture with the aid of course materials provided. The theoretical knowledge is engrossed and converted into practice by examples and case studies. A continuous observation of trustful sources of information regarding current events in politics and economy is expected. An active participation in class is an important part of the teaching and learning approach.

Current events in business, economics or politics are being discussed in class regarding their practical relevance in strategic management.

Students can always communicate with the instructor and get support and advice by talking or mailing.

Literature and Course Materials

Course Material:

- Lecture Notes (Download from the e-learning system) and class handouts

Basic textbook for this course:

Thomas L. Wheelen, J. David Hunger, Alan N. Hoffmann, Charles E. Bamford: Strategic Management and Business Policy, 14th Global ed., 2015 Upper Saddle River, New Jersey

Additional useful material:

Supportive English / American literature:

- Osterwalder, Alexander et al. 2020. The invincible company, Frankfurt, New York, Campus Verlag.
- BARRINGER, B. 2018. ENTREPRENEURSHIP: Successfully launching new ventures - global edition, Barlow, Munich et al., PEARSON EDUCATION
- Grant, Robert M.: Contemporary Strategy Analysis, 6. ed., Carlton 2008
- Ansoff, H. I. 2019. Implanting strategic management, Cham, Switzerland, Palgrave Macmillan
- Chandler, A. D. Jr.: Strategy and Structure: Chapters in the History of the American Industrial Enterprise, Cambridge 1996
- Maslow, A.: Motivation and personality. 3. Aufl., New York 1987

Supportive German literature:

- Dillerup, R./ Stoi, R.: Unternehmensführung, 2. Aufl., München 2008
- Coenenberg, A.G./ Salfeld, R.: Wertorientierte Unternehmensführung, 2. Aufl., Stuttgart 2007
- Eschenbach, R.: Management-Ansätze von Ansoff bis Ulrich, 4. Aufl., Stuttgart 2003
- Grant, Robert M./ Nippa, Michael: Strategische Management: Analyse, Entwicklung und Implementierung von Unternehmensstrategien, 5. Aufl., München 2006
- Hinterhuber, H. H.: Strategische Unternehmensführung, Band 1 und 2: Strategisches Denken, 7. Aufl., Berlin 2004
- Pape, Ulrich: Wertorientierte Unternehmensführung und Controlling, 3. Aufl., Sternenfels 2004

Assessment

PLK (written exam)

After the end of the semester, students will write a 60 minutes exam on Business Administration II, combined with Financing and Investment (German language). Strategic Management will be written in English language, Financing and Investment in German. During the lectures, students will be prepared for the exam. Summaries and key learnings will be given to provide a framework of what to prepare for the exam. Also the style of the exam will be explained.

For international students taking part in the International Study Program of HS PF other regulations might apply.

Grading, based on exam results:

- 'Sehr gut' represents exceptional work, far above average.
- 'Gut' represents good work, above average.
- 'Befriedigend' represents average work.
- 'Ausreichend' represents below average work with considerable shortcomings.
- ‚Mangelhaft‘ is just exceptional work in the wrong direction or with unacceptable shortcomings.

Schedule

Lesson	Content
1	Basic considerations of strategic management
2	Strategic management model and phases
3	Basic elements of the strategic management process
4	Evolution of strategic management / strategic planning
5	Environmental scanning – Strategic Objectives
6	Environmental scanning – SWOT analysis
7	Strategy formulation – Key factors of success
8	Tools for developing competitive strategies
9	Organizational structures
10	Cooperative strategies
11	Guest Lecture (opt.)
12	Leading and management styles / Motivation
13	Introduction to Value based Management
14	Tools for evaluation and control
15	Summary, Q/A session, preparation of the exam

Tentative Schedule (changes may be necessary)

Academic Integrity and Student Responsibility

N/A

Code of Conduct for Students

- Take an active part in the lecture and discussions in course
- Re-work course content continuously
- Be fair to your fellow students
- Arrive on time and do not leave early
- Use the lecture to understand course topics and relating issues to other courses.
- Work cooperatively in your team. In case of any doubt or problem please feel free to contact me as soon as possible.

For online lectures

- Follow the Code of Conduct of HS PF – especially
- Write your full name
- Turn on your camera

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

Teaching Philosophy

My goal is to contribute my part to your successful progress in your studies and in gaining a reliable fundament for your future professional life. In the classes, we consider the important concepts, models, principles and phases of strategic management and apply them on a real-world situation. I will assist you to develop a

self-contained strategic thinking, based on the acquired basic skills, and to evaluate opportunities and threats by the means of different strategies and management methods.

I can promise to always be committed to the course – content and auditorium. I do expect interest and commitment from the students. I do appreciate any active participation in the course. This may take place in discussions about content topics during lectures but also as questions of understanding at any time.

Every student who is committed and takes an active part in lessons should pass the exam and be able to take knowledge with them from the course.

Your learning progress and your success is important to me; therefore, I want to support you. In case you have any questions or concerns regarding the course please feel free to contact me personally or send me an email. I will respond soon and arrange an appointment if necessary.

Additional Information

Learning Objectives:

Students gain a good knowledge about the strategic business management and business policy issues of companies and recognize the dependencies between companies and their outside environment, like markets, business partners and the society. This knowledge includes the principle ideas of value based management and related instruments already applied in industry. A special focus will lie on the ethical dimension of strategic management decisions. Current political events as well as business-related strategic decisions will be discussed in class continuously.

Further recommendations:

You will have the best learning success if you work continuously. You need to be present and participate to have full learning experience.

In case of questions, it is always a good idea to ask other students. Most likely, a fellow student will have the answer to your problem. In case of any problems/ further questions please contact me directly.

Course material will be provided. Nevertheless, you might need to read further literature or textbooks to deepen your understanding.

Language:

English