

2019.HS

Module Name: Strategy			
Module Code	w.BA.XX.2Strat-flex.XX		
Module Description	Students understand the significance of strategic management for corporate success and develop, under supervision and independently, solutions for individual steps of the strategic problem-solving process. They are able to use suitable frameworks and tools to analyze the current strategic situation of a company, develop alternative competitive strategies, and identify and address key challenges for the implementation of these strategies.		
Program and Specialization	<ul style="list-style-type: none"> § Business Administration - Banking and Finance (FLEX) § Business Administration - General Management (Flex) § Business Administration - Risk and Insurance (Flex) 		
Legal Framework	Academic Regulations BSc dated 29.01.2009, Appendix to the Academic Regulations for the degree programs in Business Administration, Business Information Technology, and Business Law, first adopted on 12.05.2009		
Module Category	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Module Type: Compulsory</td> <td style="width: 50%;">Program Phase: First-Year Studies</td> </tr> </table>	Module Type: Compulsory	Program Phase: First-Year Studies
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ECTS	6		
Organizational Unit	W Zentrum Unternehmensentwicklung Ltg.		
Module Coordinator	Franz Rööslü (roeo)		
Deputy Module Coordinator	Michael Städler (stdc)		
Prerequisite Knowledge	w.BA.XX.2BWL-BO-flex.XX		
Contribution to Program Learning Goals (Affected by Module)	<ul style="list-style-type: none"> § Professional Competence § Methodological Competence § Social Competence § Self-Competence 		
Contribution to Program Learning Objectives	Professional Competence <ul style="list-style-type: none"> § Knowing and Understanding Content of Theoretical and Practical Relevance § Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance § Evaluate Content of Theoretical and Practical Relevance Methodological Competence <ul style="list-style-type: none"> § Problem-Solving & Critical Thinking § Scientific Methodology § Work Methods, Techniques, and Procedures § Information Literacy § Creativity & Innovation Social Competence <ul style="list-style-type: none"> § Written Communication § Oral Communication § Teamwork & Conflict Management § Intercultural Insight & Ability to Change Perspective Self-Competence <ul style="list-style-type: none"> § Self-Management & Self-Reflection § Ethical & Social Responsibility § Learning & Change 		
Module Learning Objectives	Students... <ul style="list-style-type: none"> § describe fundamental frameworks and concepts of strategic management and explain their benefits and how they are embedded in the strategic problem-solving process. § apply frameworks and instruments to case examples in the context of strategic analysis, strategy formulation, and strategy implementation, and to do so effectively, systematically, and in an outcome-oriented manner. § choose suitable frameworks and instruments for the analysis, strategy development, and strategy implementation in specific situations. § use frameworks and instruments to make well-founded estimates and evaluations in the context of the strategic problem-solving process in companies and organizations. § use frameworks, tools, and strategic concepts to argue effectively in the context of discussions and presentations of case examples and studies. § complete the self-study assignments provided on the learning platform effectively to advance their own learning process and take advantage of the support provided by instructors, as needed. 		

Module Content	§ Economic value creation § Corporate governance, stakeholders § Mission and vision § Corporate environment; risks and opportunities (macro-environment, industry, competitors, markets, customers) § Internal corporate analysis and strengths and weaknesses (financial key figures, competencies, resources, value chain, corporate culture) § SWOT analysis § Corporate strategy § Business strategy § Directions (growth, consolidation, disinvestment, diversification) and methods (internal development, cooperation) of strategy formulation § Evaluation of strategic options § Possibilities for strategy implementation (e.g., strategy maps or balanced scorecards)		
Links to other modules	The content of this module is linked to the following modules: w.BA.XX.2BWL-BO-flex.XX w.BA.XX.2FinAcc-flex.XX w.BA.XX.2Mark-flex.XX w.BA.XX.2Mikro-flex.XX w.BA.XX.2Skill-flex.XX		
Methods of Instruction	§ Lecture § Interactive Instruction § Application Tasks § Case Studies § Exercises § Literature Review § Discussion	Social Settings Used: § Individual Work § Pair Work	
Digital Resources	§ Reader § Teaching Videos § Case Studies (with Key) § Multiple Choice Tests		
Type of Instruction	Classroom Instruction	Guided Self-Study	Autonomous Self-Study
Large Class	24 h	78 h	
Small Class	-	-	
Group Instruction	-	-	
Practical Work	-	-	
Seminar	-	-	
Total	24 h	78 h	78 h
Performance Assessment			
End-of-module exam	Form	Length (min.)	Weighting
Written exam	Closed book	90	100,00 %
Permitted Resources	Approved calculator according to "Guidelines on Supplementary Materials"		
Others	Assessment	Length (min.)	Weighting
-	-	-	-
Classroom Attendance Requirement	0		
Language of Instruction/Examination	German		
Compulsory Reading	Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regné, P. (2018). Strategisches Management. 11th edition. Pearson. ISBN 978-3-86894-324-5.		
Recommended Reading	Hungenberg, H. (2014). Strategisches Management in Unternehmen. 8th edition. Springer Gabler. ISBN 978-3-658-06680-2.		
Comments	-		