

2018.HS

Module Name: Management of Financial Institutions	
Module Code	w.MA.XX.MVF-M2.18HS
Module Description	After completing the MSc program in Banking and Finance, graduates have the strategic management skills that will enable them to manage a company in the financial services industry. Module 2 covers the following general topics: strategy identification processes, strategic positioning, value-added management, and change management. Marketing for banks and financial services providers and the challenges of digital transformation are studied in greater detail.
Program and Specialization	Banking and Finance
Legal Framework	Academic Regulations MSc in Banking and Finance dated 29.09.2011, Appendix to the Academic Regulations for the degree program in Banking and Finance, first adopted on 28.08.2012
Module Category	Module Type: Compulsory
ECTS	6
Organizational Unit	W Institut für Wealth & Asset Management
Module Coordinator	Marion Pester (pesr)
Deputy Module Coordinator	Holger Hohgardt (hohg)
Prerequisite Knowledge	Students have a Bachelor's degree in Business Administration with a specialization in Banking and Finance, or a similar qualification. Specifically, they have the following knowledge and competencies: <ul style="list-style-type: none"> • Elements and flow of an ideal-typical leadership process • Understanding the basic principles underlying the relationships between an enterprise, its environment, and the market • The concepts of the St. Gallen management model • Basic knowledge of business models • Fundamental principles of marketing and the 4Ps principle • Characteristics of business models in retail banking, private banking, and investment banking
Contribution to Program Learning Goals (Affected by Module)	§ Professional Competence § Methodological Competence § Social Competence § Self-Competence
Contribution to Program Learning Objectives	Professional Competence § 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 § Problem-Solving & Critical Thinking § Scientific Methodology § Work Methods, Techniques, and Procedures § Information Literacy § Creativity & Innovation Social Competence § Written Communication § Oral Communication § Teamwork & Conflict Management § Intercultural Insight & Ability to Change Perspective Self-Competence § Self-Management & Self-Reflection § Ethical & Social Responsibility § Learning & Change
Module Learning Objectives	Students... <ul style="list-style-type: none"> § understand the basic logic and organizational levels of strategic management § can apply an integrated strategic management approach to current strategic issues in banking § know the term "business model" and are able to analyze business models and develop (new) business models § know the importance of the key trends "digitization" and "industrialization" and are able to evaluate their impact on the business models of banks

	§ can explain, evaluate, and apply the main strategy development and implementation methods used by banks § can define the relevant environment of a bank and carry out a valid, systematic situational analysis § are able to develop strategies for banks and plan their implementation § are able to analyze the competitive environment of the financial sector and of individual markets § are able to describe the difference between marketing and service marketing § know the main features of service-dominant logic § know and understand essential models of pricing in banking § know and understand the international aspects of financial services marketing § know and understand the basics of service design § know the influence of digitization on financial services marketing and its consequences § know and understand the importance of employees in the marketing efforts of financial services companies		
Module Content	§ Strategic challenges of financial services companies § Differentiation opportunities in competition § Analysis and evaluation of business models § Development and evaluation of strategic options for financial services companies § International marketing § Significance of employees § Digitization of financial services marketing § Pricing in banking § Service design § The 7 Ps and service-dominant logic		
Links to other modules	The content of this module is linked to the following modules: w.MA.XX.BCGP-M4.16HS w.MA.XX.MUF-M1.18HS w.MA.XX.RM-M3.16HS		
Methods of Instruction	§ Lecture § Application Tasks § Case Studies § Exercises § Project Work § Literature Review	Social Settings Used: § Individual Work § Group Work	
Digital Resources	§ Reader § Case Studies (with Key)		
Type of Instruction	Classroom Instruction	Guided Self-Study	Autonomous Self-Study
Lecture	48 h	-	
Excercise	-	32 h	
Project Work	-	72 h	
Seminar	-	16 h	
Total	48 h	120 h	12 h
Performance Assessment			
End-of-module exam	Form	Length (min.)	Weighting
Written exam	Closed book	90	66,70%
Permitted Resources	Non-programmable calculator		
Others			
Written Assignment	Assessment	Length (min.)	Weighting
	Grade	-	33,30%
Students are not allowed to revise and resubmit performance assessment tasks.			
Classroom Attendance Requirement	Off-Campus Day (date to be communicated at the beginning of the semester)		
Language of Instruction/Examination	German		
Compulsory Reading	§ Lovelock, C. (2011). Services Marketing. 7th edition. Pearson. ISBN 978-0-13-61-0721-7. § Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2015). Strategisches Management. 10. Auflage. Hallbergmoos: Pearson. ISBN 978-3-86894-252-1.		
Recommended Reading	§ Schläppi, St. (2012), Strategische Unternehmensführung einer regional tätigen Retailbank. 1. Auflage. Zürich: Compendio Bildungsmedien. ISBN 978-3-7155-9567-2. § Smith, R.C., Walter, I., DeLong, G. (2012). Global Banking. Chapters 12, 16 and 17. 3. Edition. New York: Oxford University Press. ISBN 978-0-19-5335934.		
Comments	-		