

Valid from 2024.HS

Module description: Strategic Management	
Module Code	w.MA.XX.StrMa.24HS
ECTS Credits	6
Language of Instruction/Examination	English
Module Description	Business leaders, managers, and strategists are constantly confronted with disruptive changes and new realities. They are challenged to provide direction, connect to the environment, and lead their organization ensuring future success and societal prosperity. The course adopts advanced managerial perspective and teaches widely used and trusted methods, tools and theories that enable the students to confront global competition and disruptive change, sense and interpret, choose generic strategies and make judgement calls, and to direct transformation towards purposeful targets. The course is based on theoretical foundations and business best practice about the stages, concepts and strategic capabilities that help strategists to practice and learn. Students are introduced to contemporary and future developments (examples: purpose-driven management, strategy design, AI-driven strategies etc.). Finally the students will learn and apply the skills of the contemporary strategist by interacting with each other, experienced scholars and business leaders.
Organizational Unit	IMI Ltg.
Module Coordinator	Albena Björck
Program and Specialization	<ul style="list-style-type: none"> • International Business
Legal Framework	Academic Regulations MSc in International Business dated 10.12.2015, Appendix to the Academic Regulations for the degree program in International Business, first adopted on 12.02.2016
Module Category	Module Type Compulsory
Prerequisite Knowledge	This module covers advanced, contemporary, and future oriented issues in purpose- and resilience-oriented strategic management in the context of global business. It requires knowledge of the foundations of management, strategic management, and organizational behaviors.
Contribution to Program Learning Objectives (by the concerned Module)	<ul style="list-style-type: none"> • Professional Competence • Methodological Competence • Social Competence • Self-Competence
Contribution to Program Learning Objectives	<p>Professional Competence</p> <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 <p>Methodological Competence</p> <ul style="list-style-type: none"> • Problem-Solving & Critical Thinking • Scientific Methodology • Work Methods, Techniques, and Procedures • Information Literacy • Creativity & Innovation <p>Social Competence</p> <ul style="list-style-type: none"> • Written Communication • Oral Communication • Teamwork & Conflict Management • Intercultural Insight & Ability to Change Perspective <p>Self-Competence</p> <ul style="list-style-type: none"> • Self-Management & Self-Reflection • Ethical & Social Responsibility • Learning & Change

Module description: Strategic Management

Module Learning Objectives	<p>Students...</p> <ul style="list-style-type: none"> • understand and apply strategic decision-making frameworks to confront, structure, and solve strategic problems. • sense and analyze a company's strategic position vis-à-vis company-internal resources and capabilities and global competition, disruptive forces, and societal challenges. • develop strategic options taking into account strategic position and normative goals such as organizational purpose. • design the strategy execution and corporate transformation process towards purposeful and strategic targets as well as plan for future-fit strategies allowing for constant renewal and innovation. • evaluate the impact of strategy on process, structure, and culture and the relationship between strategy, impact, and financial performance. 																																						
Module Content	<ul style="list-style-type: none"> • Introduction to strategizing and strategy as a practice • Organizational purpose • Sensing strategy context • Choosing strategy content and process • Designing and implementing strategy transformation • Contemporary challenges and the future of strategy 																																						
Links to other modules	<p>This module is linked to the following modules:</p> <ul style="list-style-type: none"> • w.MA.XX.BBC.20HS 																																						
Digital Learning Resources	<ul style="list-style-type: none"> • None • Reader • Teaching Videos • Practice and Application Exercises (with Key) 																																						
Methods of Instruction	<ul style="list-style-type: none"> • Interactive Instruction • Exercises • Case Studies • Project Work • Problem-Oriented Teaching • Lecture • Explorative Learning • Literature Review • Application Tasks 		<p>Social Settings Used:</p> <ul style="list-style-type: none"> • Individual Work • Group Work • Pair Work 																																				
Type of Instruction	<table border="1"> <thead> <tr> <th></th> <th>Classroom Instruction</th> <th>Guided Self-Study</th> <th colspan="2">Autonomous Self-Study</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>48 h</td> <td>14 h</td> <td colspan="2"></td> </tr> <tr> <td>Excercise</td> <td>4 h</td> <td>4 h</td> <td colspan="2"></td> </tr> <tr> <td>Project Work</td> <td>8 h</td> <td>30 h</td> <td colspan="2"></td> </tr> <tr> <td>Seminar</td> <td>4 h</td> <td>-</td> <td colspan="2"></td> </tr> <tr> <td>Total</td> <td>64 h</td> <td>48 h</td> <td colspan="2">68 h</td> </tr> </tbody> </table>					Classroom Instruction	Guided Self-Study	Autonomous Self-Study		Lecture	48 h	14 h			Excercise	4 h	4 h			Project Work	8 h	30 h			Seminar	4 h	-			Total	64 h	48 h	68 h						
	Classroom Instruction	Guided Self-Study	Autonomous Self-Study																																				
Lecture	48 h	14 h																																					
Excercise	4 h	4 h																																					
Project Work	8 h	30 h																																					
Seminar	4 h	-																																					
Total	64 h	48 h	68 h																																				
Performance Assessment	<table border="1"> <thead> <tr> <th>End-of-module exam</th> <th>Form</th> <th>Length (min.)</th> <th colspan="2">Weighting</th> </tr> </thead> <tbody> <tr> <td>Written exam</td> <td>closed book</td> <td>60</td> <td colspan="2">60.00</td> </tr> <tr> <td colspan="2">Permitted Resources</td> <td colspan="3">No calculator</td> </tr> <tr> <td colspan="5"> </td> </tr> <tr> <th>Others</th> <th>Assessment</th> <th>Format</th> <th>Length (min.)</th> <th>Weighting</th> </tr> <tr> <td>Talk/oral presentation</td> <td>Grade</td> <td>Gruppenarbeit</td> <td>15</td> <td>30.00</td> </tr> <tr> <td>Others</td> <td>Grade</td> <td>Partnerarbeit</td> <td>0</td> <td>10.00</td> </tr> </tbody> </table>				End-of-module exam	Form	Length (min.)	Weighting		Written exam	closed book	60	60.00		Permitted Resources		No calculator								Others	Assessment	Format	Length (min.)	Weighting	Talk/oral presentation	Grade	Gruppenarbeit	15	30.00	Others	Grade	Partnerarbeit	0	10.00
End-of-module exam	Form	Length (min.)	Weighting																																				
Written exam	closed book	60	60.00																																				
Permitted Resources		No calculator																																					
Others	Assessment	Format	Length (min.)	Weighting																																			
Talk/oral presentation	Grade	Gruppenarbeit	15	30.00																																			
Others	Grade	Partnerarbeit	0	10.00																																			

Module description: Strategic Management

Classroom Attendance Requirement	80% It is important to be present during the on-site/digital sessions as these will include guest lecturers from business and academia. The module is delivered mainly in face-to-face teaching form, but it will benefit from digital interactions with academic scholars and business leaders.
Compulsory Reading	<ul style="list-style-type: none">• Article Recommendations• Volberda, H. & Hollen, R. & Pereira, J. & Sidhu, J. & Heij, K. (2024). Strategic Management: From Confrontation to Transformation. SAGE. ISBN 9781529770575.• Lecturer Slides
Recommended Reading	<ul style="list-style-type: none">• De Wit, B. (2017). Strategy – An International Perspective. Cengage Learning. Cengage Learning. ISBN 1473765854.
Comments	The module is delivered mainly in face-to-face teaching form, but it will benefit from digital interactions with academic scholars and business leaders.