

Valid from 2025.HS

| Module description: Strategy  |  |  |
|---|--|--|
| Module Code   | w.BA.XX.2Strat.XX  |  |
| ECTS Credits  | 6  |  |
| Language of Instruction/Examination                                   | German   |  |
| 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.  |  |
| Organizational Unit   | Institute for Organizational Viability   |  |
| Module Coordinator  | Michael Stadler  |  |
| Deputy Module Coordinator   | Franz Rösli  |  |
| Program and Specialization  | <ul style="list-style-type: none"> <li>• Business Administration - Specialization in Accounting, Controlling, Auditing</li> <li>• Business Administration - Specialization in Banking and Finance</li> <li>• Business Administration - Specialization in Behavioral Design</li> <li>• Business Administration - Specialization in Economics and Politics</li> <li>• Business Administration - Specialization in Financial Management</li> <li>• Business Administration - Specialization in General Management</li> <li>• Business Administration - Specialization in Insurance Management</li> <li>• Business Administration - Specialization in Marketing</li> <li>• Business Administration - Specialization in Risk and Insurance</li> <li>• Business Administration - Specialization in Politics and Management</li> </ul>  |  |
| Legal Framework   | Academic Regulations BSc dated 29.01.2009, for the degree programs in Business Administration, International Management, Business Information Technology, Business Law, Business Law and Applied Law, first adopted on 12.05.2009  |  |
| Module Category   | <b>Module Type</b><br>Compulsory   | <b>Program Phase</b><br>First Year-Studies |
| Prerequisite Knowledge  | w.BA.XX.2BWL-BO.XX   |  |
| Contribution to Program Learning Objectives (by the concerned Module) | <ul style="list-style-type: none"> <li>• Professional Competence</li> <li>• Methodological Competence</li> <li>• Social Competence</li> <li>• Self-Competence</li> </ul>   |  |
| Contribution to Program Learning Objectives                           | <p><b>Professional Competence</b></p> <ul style="list-style-type: none"> <li>• Knowing and Understanding Content of Theoretical and Practical Relevance</li> <li>• Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance</li> <li>• Evaluate Content of Theoretical and Practical Relevance</li> </ul> <p><b>Methodological Competence</b></p> <ul style="list-style-type: none"> <li>• Problem-Solving &amp; Critical Thinking</li> <li>• Scientific Methodology</li> <li>• Work Methods, Techniques, and Procedures</li> <li>• Information Literacy</li> <li>• Creativity &amp; Innovation</li> </ul> <p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>• Written Communication</li> <li>• Oral Communication</li> <li>• Teamwork &amp; Conflict Management</li> <li>• Intercultural Insight &amp; Ability to Change Perspective</li> </ul> <p><b>Self-Competence</b></p> <ul style="list-style-type: none"> <li>• Self-Management &amp; Self-Reflection</li> <li>• Ethical &amp; Social Responsibility</li> <li>• Learning &amp; Change</li> </ul> |  |

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| <b>Module Learning Objectives</b> | <p>Students...</p> <ul style="list-style-type: none"> <li>describe fundamental frameworks and concepts of strategic management and explain their benefits and how they are embedded in the strategic problem-solving process.</li> <li>apply frameworks and instruments to case examples in the context of strategic analysis, strategy formulation, and strategy implementation, and do so effectively, systematically, and in an outcome-oriented manner.</li> <li>choose suitable frameworks and instruments for the analysis, strategy development, and strategy implementation in specific situations.</li> <li>use frameworks and instruments to make well-founded estimates and evaluations in the context of the strategic problem-solving process in companies and organizations.</li> <li>use frameworks, tools, and strategic concepts to argue effectively in the context of discussions and presentations of case examples and studies.</li> <li>complete the self-study assignments provided on the learning platform effectively to advance their own learning process, taking advantage of the support provided by instructors, as needed.</li> </ul> |                   |   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
|-----------------------------------|---|-------------------|---|--|-----------------------|-------------------|-----------------------|-------------|------|------|--|-------------|---|---|--|-------------------|---|---|--|----------------|---|---|--|---------|---|---|--|--------------|-------------|-------------|-------------|
| <b>Module Content</b>             | <ul style="list-style-type: none"> <li>Economic value creation</li> <li>Corporate governance, stakeholders</li> <li>Mission and vision</li> <li>Corporate environment and risks and opportunities (macro-environment, industry, competitors, markets, customers)</li> <li>Internal corporate analysis; strengths and weaknesses (financial key figures, competencies, resources, value chain, corporate culture)</li> <li>SWOT analysis</li> <li>Corporate strategy</li> <li>Business strategy</li> <li>Directions (growth, consolidation, disinvestment, diversification) and methods (internal development, external development, cooperation) of strategy formulation</li> <li>Evaluation of strategic options</li> <li>Possibilities for strategy implementation (e.g., change management, balanced scorecards, etc.)</li> </ul>  |                   |   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| <b>Links to other modules</b>     | <p>This module is linked to the following modules:</p> <ul style="list-style-type: none"> <li>w.BA.XX.2Mikro.XX</li> <li>w.BA.XX.2Skill.XX</li> <li>w.BA.XX.2FinAcc.XX</li> <li>w.BA.XX.2Mark.XX</li> <li>w.BA.XX.2BWL-BO.XX</li> </ul>   |                   |   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| <b>Digital Learning Resources</b> | <ul style="list-style-type: none"> <li>Reader</li> <li>Practice and Application Exercises (with Key)</li> <li>Case Studies (with Key)</li> <li>Multiple Choice Tests</li> </ul>   |                   |   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| <b>Methods of Instruction</b>     | <ul style="list-style-type: none"> <li>Application Tasks</li> <li>Interactive Instruction</li> <li>Exercises</li> <li>Lecture</li> <li>Case Studies</li> <li>Literature Review</li> <li>Discussions</li> </ul>  |                   | <p>Social Settings Used:</p> <ul style="list-style-type: none"> <li>Pair Work</li> <li>Individual Work</li> </ul> |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| <b>Type of Instruction</b>        | <table> <tr> <th></th><th>Classroom Instruction</th><th>Guided Self-Study</th><th>Autonomous Self-Study</th></tr> <tr> <td>Large Class</td><td>56 h</td><td>50 h</td><td></td></tr> <tr> <td>Small Class</td><td>-</td><td>-</td><td></td></tr> <tr> <td>Group Instruction</td><td>-</td><td>-</td><td></td></tr> <tr> <td>Practical Work</td><td>-</td><td>-</td><td></td></tr> <tr> <td>Seminar</td><td>-</td><td>-</td><td></td></tr> <tr> <td><b>Total</b></td><td><b>56 h</b></td><td><b>50 h</b></td><td><b>74 h</b></td></tr> </table>   |                   |   |  | Classroom Instruction | Guided Self-Study | Autonomous Self-Study | Large Class | 56 h | 50 h |  | Small Class | - | - |  | Group Instruction | - | - |  | Practical Work | - | - |  | Seminar | - | - |  | <b>Total</b> | <b>56 h</b> | <b>50 h</b> | <b>74 h</b> |
|                                   | Classroom Instruction   | Guided Self-Study | Autonomous Self-Study   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| Large Class                       | 56 h  | 50 h              |   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| Small Class                       | -   | -                 |   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| Group Instruction                 | -   | -                 |   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| Practical Work                    | -   | -                 |   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| Seminar                           | -   | -                 |   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |
| <b>Total</b>                      | <b>56 h</b>   | <b>50 h</b>       | <b>74 h</b>   |  |                       |                   |                       |             |      |      |  |             |   |   |  |                   |   |   |  |                |   |   |  |         |   |   |  |              |             |             |             |

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|                                  |   |            |  |                 |           |
|----------------------------------|---|------------|--|-----------------|-----------|
| Performance Assessment           | End-of-module exam  |            | Form   | Length (min.)   | Weighting |
|                                  | Written exam  |            | closed book                                  | 90              | 100.00    |
|                                  | Permitted Resources   |            | Spec. calculator acc. to leaflet "Utilities" | With dictionary |           |
|                                  |   |            |  |                 |           |
|                                  | Others  | Assessment | Format                                       | Length (min.)   | Weighting |
|                                  | -   | -          | -  | -               | -         |
|                                  |   |            |  |                 |           |
| Classroom Attendance Requirement | None  |            |  |                 |           |
| Compulsory Reading               | <ul style="list-style-type: none"><li>Whittington, R., Regnér, P., Angwin, D., Johnson, G. &amp; Scholes, K. (2021). Strategisches Management. 12th edition. Pearson. ISBN 978-3-86894-421-1.</li></ul> |            |  |                 |           |
| Recommended Reading              | <ul style="list-style-type: none"><li>Hungenberg, H. (2014). Strategisches Management in Unternehmen. 8th edition. Springer Gabler. ISBN 978-3-658-06680-2.</li></ul>                                   |            |  |                 |           |
| Comments                         |   |            |  |                 |           |