

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 (e.g., purpose-driven management, strategy design, AI-driven strategies etc.). Finally, students will learn and apply the skills of the contemporary strategist by interacting with each other, experienced scholars, and business leaders.
Organizational Unit	International Management Institute
Module Coordinator	Albena Björck
Deputy Module Coordinator	Béatrice Vogel
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 general management, strategic management, and organizational behavior.
Contribution to Program Learning Objectives (by the concerned Module)	<ul style="list-style-type: none"> Professional Competence Methodological Competence Social Competence Self-Competence

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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	<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"> • Case Studies • Exercises • Explorative Learning • Interactive Instruction • Application Tasks • Lecture • Project Work • Problem-Oriented Teaching • Literature Review 	<p>Social Settings Used:</p> <ul style="list-style-type: none"> • Pair Work • Group Work • Individual Work

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Type of Instruction		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	End-of-module exam		Form	Length (min.)	Weighting
	Written exam		closed book	60	70.00
	Permitted Resources		No calculator		
	Others	Assessment	Format	Length (min.)	Weighting
	Others	Grade	Einzelarbeit	0	10.00
	Talk/oral presentation	Grade	Gruppenarbeit	15	20.00
Classroom Attendance Requirement	80% Attendance is expected for the on-site/digital sessions as these will include guest lecturers from business and academia.				
Compulsory Reading	<ul style="list-style-type: none">Article RecommendationsLecturer SlidesVolberda, H. & Hollen , R. & Pereira, J. & Sidhu , J. & Heij, K. (2024). Strategic Management: From Confrontation to Transformation. SAGE. ISBN 9781529770575.				
Recommended Reading	<ul style="list-style-type: none">De Vit, 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.				