

Strategic Management

Module code:	Workload:	Semester:
MSTM	150 h	2. u. 3. Sem.
Credits:	Duration:	Frequency:
5	1 Sem.	Each winter term
Independent study:	Class size:	Contact hours:
90 h		4 SWS / 60 h
Module-No.:	Exam.-No.:	Percentage of final score:
7918	5180	PEM: 4,16; PuM: 5,55; HT: 5,55
Language of instruction:	Vers. BPO/MPO min.:	
english		149

Type of course:

Seminaristic lecture: 2 hours per week / 30 h Practical part: 2 hours per week / 30 h

Learning outcomes/Competencies:

- Students are knowing the systematic of the strategic management (steps, procedures and main tools)
- Students are able to apply the main tools of strategic management
- Students are able to use the whole concept as a current analysis to check the strategic situation of a company and to develop the necessary measures to optimize the situation

Content/subject aim:

1 Introduction

1.1 Definition of „strategic management“ (objectives of a company, EVA – economic value added, definition of strategy and management)

1.2 Challenges of companies (external – market, customers / internal – finances, products, processes, staff)

2 Strategic planning of setting objectives (alignment – vision, mission, claim/slogans)

3 Strategic analysis

3.1 Determination in whole company and business units

3.2 Analysis of the company environment (mega trends – politics, economy, technology, sociocultural aspects, ecology / micro trends – market/branch, customers, competitors, own product portfolio)

3.3 Analysis of the own situation (status quo – finances incl. the tasks accounting and controlling, market/customers/competitors, products, processes, staff / strategic potentials – portfolios, five forces acc. Porter, delphi method, live cycle analysis, SWOT analysis , ... / risc management with the financial fiew)

3.4 Empiric factors of success (PIMS, hidden champions, benchmarking, braking the rules, ...)

4 Development of strategies (focus, levels of acting, scenario technique)

5 Implementation of the strategy (methods – Balanced Scorecard, business plan / measures – examples from innovative companies like controlling, product management, SCM, optimization of work flow, HRM, awards, communication)

6 Monitoring of strategy (Balanced Scorecard, controlling, external rating, external benchmarking, risc management, audits, ...)

Teaching methods:

lecture, project work, case studies, group work, discussions with computer, charts, moderation material

Prerequisites for participation:

None

Assessment methods / First Examiner / Second Examiner:

Written exam and presentation of a project work / Prof. Jungkind / Prof. Tackenberg

Requirements to get the credit points:

Passed examinations of both parts of the course; obligation to attend the practical course (project work)

This module is used in the following degree program: (in semester-no.)

(2) Holztechnologie (M.Sc.)

(2) Produktion und Management (M.Eng.)

(3) Production Engineering and Management (M.Sc.)

Weight of grade for final grade:

5/90 M.Sc. Holztechnologie und M.Eng. Produktion und Management

5/120 M.Sc. Production Engineering and Management

Responsibility for module / Teacher of the submodule:

Prof. Dr. rer. pol., Dipl.-Ing. Wilfried Jungkind

Other information / literature:

- David, F.: Strategic management: Concepts and cases, 2010
- Rothärmel, F.: Strategic management – concepts, 2014
- Hill, C. W. L./Jones, G. R.: Strategic management. An integrated approach, 2006
- Hunger, J. D. /Wheelen, T. L.: Strategic management and business policy, 2007
- Grant, R.: Contemporary strategy analysis: concepts, techniques, applications, 2012
- Jones, G.: Theory of strategic management with cases, 2012
- Schumpeter, J.: Entrepreneurship, Style, and Vision, 2013
- Kaplan, R. S./Norton, D. P.: The Balanced Scorecard: Translating strategy into action, 1996