Strategic Management

Course Description

This course presents various methods of strategic market analysis to allow students to evaluate risks and opportunities in global markets. It also highlights intercultural aspects by analyzing organizations operating in different countries. Supported by new developments in the field of market research, the process for identifying and analyzing core competencies and competitive advantages in national and international environments is discussed at length. Students learn to analyze and understand the strengths and weaknesses of organizations from various disciplines (products, services, NGOs, etc.) that face specific market situations. They are encouraged to plan strategic alternatives and implement and control them by assuming fictitious roles within a fictive organization. Exercises and international case studies help students identify with the role of management and participate in the strategic planning process and in operational management. This approach helps students understand the problems companies face regularly and shows how modern management methods can be used to address these problems.

Contents

1. What is Strategy?
   1. What is a Corporate Strategy?
   2. What Has to be Taken into Consideration when Making Strategic Decisions?
   3. Who Takes Part in Developing a Strategy?
   4. What is Included in a Solid Strategic Plan?
2. The Strategic Environment
   1. Where Are We in the Market Place? The Macro Environment
   2. Where Are We in the Market Place? The Micro Environment
   3. Analysis, Strategic Capabilities, and the Five Forces Model
3. The Position in the Market
   1. Why Do We Exist?
   2. What is Our Position in the Market?
   3. What Information Does the Company Need?
   4. What Capabilities Does the Company Have?
   5. What Capabilities Do Others Have?
4. What Strategic Options are Available to the Strategic Business Unit (SBU)?
   1. What Strategic Options Does the SBU Have?
   2. Interactive Strategies
   3. Product Life Cycle
5. What Strategic Options Are Available to the Corporation?
   1. Areas to Consider When Formulating a Strategy
   2. Strategic Options
   3. Outsourcing
   4. Product Portfolio Analysis Using the BCG Matrix
   5. Product Portfolio Analysis Using the GE-McKinsey Matrix
6. What International Strategies Are Available?
   1. Why Do Companies Go International?
   2. What Factors Contribute to the Decision About Which Country to Invest In?
   3. How Can a Company Invest Internationally?
7. Do-It-Yourself, Buy, or Ally?
   1. Do-It-Yourself
   2. Mergers and Acquisitions (M&As)
   3. Strategic Alliances
   4. How to Decide Whether to Buy, Alley, or Do-It-Yourself?
8. How to Evaluate Strategies?

8.1 How to Evaluate Strategy?

1. Implementing Strategy