Strategic Management

Course Description

Various methods of strategic market analysis are presented in this course so as to allow students to evaluate risks and opportunities in global markets, highlighting intercultural aspects, by looking at organizations operating in different countries. Students learn to analyze and understand strengths and weaknesses of organizations from various disciplines (products, services, NGOs etc.) that face specific market situations. 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 are supported to plan strategic alternatives and to implement and control these by taking on fictitious roles within various different organizations. Exercises and international case studies help students to identify with the role of management and participate in the strategic planning process as well as in operational management. This helps students understand the problems companies regularly face and comprehend how methods of modern management can be used in order to solve these.

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