Course:

WI Int: BAE2291- Business Management (Unternehmensführung)
Workload: 2 hrs per week, 3 credits
Language: English
Level: upper intermediate (B2)

Hours: Wednesday, 9:45 – 11:15 am
First lesson: October 9th, 2019
Classroom: THE

Lecturer:

Prof. Dr. Ansgar Kühn
Further details: https://www.hs-pforzheim.de/profile/ansgarkuehn/
Office: T1.5.23
Colloquium: Tuesday, 3:30 – 5:00 p.m.
The exact dates and registration for the colloquium can be found here: https://xoyondo.com/dp/sakabHRXRYUtVF
E-Mail: ansgar.kuehn@hs-pforzheim.de (preferred mode of communication)

Your learning progress and your success is important to me, therefore I want to support you. In case you have any questions or concerns regarding the course, please feel free to contact me personally or send me an email. I will respond soon and arrange an appointment if necessary.

Overview (catalogue description):

The lecture gives an overview of Strategic Management and Business Policies of companies as vital components of business management in general. After a description of the basic concepts of the subject and a discussion of various broadly accepted and discussed instruments and theories the lecture focuses on details of classical concepts in a strategic management cycle with four major steps. It ends with a comprehensive view on the approach of Value Based Management and tools with a special emphasis on ethical aspects of strategic business management.

Students will be prepared for the analysis of business opportunities of a company and to develop a strategic vision. Starting from that, they can interpret and develop a business strategy, functional policies and understand the importance of implementation guidelines. In addition, they understand the necessity of feedback processes in order to “close the loop” and continuously improve.

Prerequisites:

You should have good understanding of the English language (B2 level) and you should know basics of Business Administration (Module Business Administration I).
Learning Objectives:

Students gain a good knowledge about the strategic business management and business policy issues of companies and recognize the dependencies between companies and their outside environment, like markets, business partners and the society. This knowledge includes the principle ideas of value based management and related instruments already applied in industry. A special focus will lie on the ethical dimension of strategic management decisions.

In more detail:

Students gain knowledge about the strategic management process in general and can use the main tools of a modern strategic management and business policy approach. They not only have an overview of the main issues, but also know about advantages and disadvantages of the various theories and instruments applied. Based on their theoretical knowledge and familiarity with examples out of various industries they are able to analyze a company and its (potential) environment fairly thoroughly. They learn about how to analyze and handle external chances, risks, internal strengths, and weaknesses taking all relevant views and stakeholders into account.

Students know about the strategic management cycle, its timeframe and especially understand how to interpret a company’s strategy out of a given mission statement and vision for a company.

They can organize the process and feedback procedures, if necessary. They know the most relevant concepts, instruments, major evaluation tools, and performance measurement systems.

They also understand the ethical dimension of potential future decisions, like those provided by a value based management approach.

Course Topics:

- Introduction into the strategic management process.
- The strategic business management cycle.
- Analysis of the internal and external environment of companies and explanation of the interrelation between strategic and operational management
- Understand the different phases and the major strategic theories, tools and instruments applied. Also the objectives of strategic and operational managements are discussed.

The lecture includes a comprehensive overview of the more traditional and the more modern strategic management theories and concepts. After the definition of the strategic direction of a company on the market and the role of its shareholders, the different functional areas of a company will be discussed from a strategic point of view. This includes, amongst others, “products and markets”, “leadership”, “organizational structures” and “financial control” aspects.
A special focus is put on the topic how to write, read and interpret helpful mission statements. Thereby a number of current examples are being discussed in class. Students will be given an assignment to discuss current strategic decisions and developments in the world market.

After the more classical approach the concept and tools of a value based strategic management are explained and discussed.

**Teaching and learning approach:**

The teaching and learning approach is based on three didactical methods:

- The theoretical key knowledge and the basic concepts are taught during the lecture. The students gain insight into the methodology and the guidance to know and to implement the introduced concepts and tools. Questions, comments, and participation in discussions by the students are welcome during the lecture.
- After the lecture, the students should reflect and sum up the content of the lecture with the aid of course materials provided. The theoretical knowledge is engrossed and converted into practice by examples and case studies. An active participation in class is an important part of the teaching and learning approach.
- The students can always communicate with the instructor and get support and advice by talking or mailing.

**Contribution to program goals:**

<table>
<thead>
<tr>
<th>Learning outcome</th>
<th>Contribution</th>
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<tr>
<td>1.3 Students demonstrate key knowledge in Business Administration.</td>
<td>Introduction and transfer of the key knowledge in strategic management of companies</td>
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<td>1.4 Students demonstrate key knowledge in Economics.</td>
<td>Recognition of interrelations between the management of companies and their environment</td>
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<td>4.1 Students are able to develop business ethics- based strategies and are able to apply them to typical business decision-making problems</td>
<td>International and global effects on the strategy and the organization of companies are considered from ethical and company social responsibility perspectives, introduction of Value based Management as a modern approach</td>
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<td>7.1 Students demonstrate key knowledge and methodological know-how in international management and engineering</td>
<td>Key knowledge in international relationships with relevance to corporate activities</td>
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Course Material:

- Lecture Notes (Download from the e-learning system) and class handouts

Basic textbook for this course:

Supportive English / American literature:
- Ansoff, I.: Strategic management, London 1990

Supportive German literature:
- Bamberger, I./ Wrona, T.: Strategische Unternehmensführung, München 2004
- Pape, Ulrich: Wertorientierte Unternehmensführung und Controlling, 3. Aufl., Sternenfels 2004
The Final Exam

After the end of the semester, students will write a 60 minutes exam on Business Management (English language) combined with Financing and Investment (German language). During the lectures, they will be prepared for the exam. Summaries and key learnings will be given to provide a framework of what to prepare for the exam. Also the style of the exam will be explained.

Grading, based on exam results:
'Sehr gut' represents exceptional work, far above average.
'Gut' represents good work, above average.
'Befriedigend' represents average work.
'Ausreichend' represents below average work with considerable shortcomings.
'Mangelhaft' is just exceptional work in the wrong direction or with unacceptable shortcomings.

Further recommendations

You will have the best learning success if you work continuously. You need to be present and participate to have full learning experience. In case of questions, it is always a good idea to ask other students. Most likely, a fellow student will have the answer to your problem. In case of any problems/ further questions please contact me directly. Course material will be provided. Nevertheless, you might need to read further literature or textbooks to deepen your understanding.
Tentative Schedule (changes may be necessary)

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<thead>
<tr>
<th>Lesson</th>
<th>Content</th>
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<tbody>
<tr>
<td>1</td>
<td>Basic considerations of strategic management</td>
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<td>2</td>
<td>Strategic management model and phases</td>
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<td>3</td>
<td>Basic elements of the strategic management process</td>
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<td>4</td>
<td>Evolution of strategic management / strategic planning</td>
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<tr>
<td>5</td>
<td>Environmental scanning – SWOT analysis</td>
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<td>7</td>
<td>Strategy formulation – Key factors of success</td>
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<td>8</td>
<td>Tools for developing competitive strategies</td>
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<td>9</td>
<td>Organizational structures</td>
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<td>10</td>
<td>Cooperative strategies</td>
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<td>11</td>
<td>Guest Lecture (opt.) / Leading and management styles / Motivation</td>
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<tr>
<td>12</td>
<td>Modern approaches of strategic management / Introduction to Value based Management</td>
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<tr>
<td>13</td>
<td>Tools for value based management</td>
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<tr>
<td>14</td>
<td>Summary, Q/A session, preparation of the exam</td>
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My teaching philosophy

My goal is to contribute my part to your successful progress in your studies and in gaining a reliable fundament for your future professional life. In the classes, we consider the important concepts, models, principles and phases of strategic management and apply them on a real world situation. I will assist you to develop a self-contained strategic thinking, based on the acquired basic skills, and to evaluate opportunities and threats by the means of different strategies and management methods.

I can promise to always be committed to the course – content and auditorium. I do expect interest and commitment from the students. I do appreciate any active participation in the course. This may take place in discussions about content topics during lectures but also as questions of understanding at any time.

Every student who is committed and takes an active part in lessons should pass the exam and be able to take knowledge with them from the course.