

<b>Course:</b>	<b>Strategic Company Management</b>	<b>Course Code</b>
<b>Module:</b>	X Strategic Management	EM 10.1

<b>Head of the module:</b>	Prof. Dr Weilepp	<b>Lecturer:</b>	Prof. Dr Weilepp
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<b>Part of studies:</b>	Two	<b>Semester hours per week:</b>	2
<b>Semester:</b>	Six	<b>Workload:</b>	90 h
<b>Status:</b>	Compulsory subject	<b>Credits:</b>	3
<b>Frequency:</b>	Every second semester	<b>Assessment:</b>	Seminar paper with Entrepreneurship
<b>Taught in:</b>	English		

**Breakdown of the workload:**

On-campus studies	Excursion	Self-study	Assessment
22.5 h	0 h	67.5 h	-

**Prerequisites:**

Basic knowledge from the module "Human Resources and Organisation" (Module VIII) and the module "Marketing" (Module IX) are advantageous.

**Qualification objectives**

The students become familiar with the entire strategy process and acquire detailed knowledge of the most important analytical tools for internal and external analyses. As a synthesis to the analysis results, the SWOT analysis, which is frequently only used superficially in practice, is introduced and it is discussed how various active or defensive strategies can be derived from it.

In order to support this search process, empirical knowledge of strategic principles, portfolio methods and standard strategies are discussed. In addition, basic strategies along the industrial lifecycle are discussed.

The course ends with a new development of the strategy development, the so-called "Blue Ocean Strategy" method, which propagates developing business models such that aggressive competition with usually bad returns can be avoided.

**Content of teaching:**

- ❖ Introduction to strategic company management
  - Underlying structure (framework)
  - Definition, features and classification
- ❖ The elements of strategic company management
  - Mission
  - Vision
  - Objectives
  - Strategy process
  - Strategic controlling
  - Values
- ❖ Strategy process: analysis and forecast
  - Segmentation and forming strategic business fields
  - External analysis (environmental analysis)
  - Internal analysis (company analysis)
  - SWOT analyse as synthesis
- ❖ Strategy process: assessment and choice
  - Key elements for defining a strategy
  - Empirical insights into strategic principles
  - Portfolio analyses for coordinating at a company level
  - Examples of strategy types/standard strategies
- ❖ Blue Ocean strategies

<b>Lecture material:</b>	Script online in Ilias, supplementary handouts as and when required
<b>Recommended reading:</b>	Aaker, D.A.: Strategisches Markt Management, New York 2004, 7th edition
	Oetinger, B.: Das Boston Consulting Group Strategie-Buch, Econ, Munich 2003, 5th edition
	Grant, R.M.: Contemporary Strategy Analysis: Text and Cases, Blackwell Publishing, Malden Massachusetts 2005, 5th edition

<b>Course:</b>	<b>Entrepreneurship</b>	<b>Course Code</b>
<b>Module:</b>	X Strategic Management	EM 10.2

<b>Head of the module:</b>	Prof. Dr Weilepp	<b>Lecturer:</b>	Prof. Dr Weilepp
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<b>Part of studies:</b>	Two	<b>Semester hours per week:</b>	2
<b>Semester:</b>	Six	<b>Workload:</b>	90 h
<b>Status:</b>	Compulsory subject	<b>Credits:</b>	3
<b>Frequency:</b>	Every second semester	<b>Assessment:</b>	Seminar paper with Strategic Company Management
<b>Taught in:</b>	English		

**Breakdown of the workload:**

On-campus studies	Excursion	Self-study	Assessment
22.5 h	0 h	67.5 h	-

**Prerequisites:**

The course "Strategic Company Management" in the first half of the semester as well as "Fundamentals of Accounting" (Module VI) and "Financing" (Module VII).

**Qualification objectives:**

The students should be prepared for the formation of their own company from the first idea over the development of the business plan to the operative formation phase.

The theoretical framework needed for this is presented in the course and applied immediately to the students' own business idea in small groups. At the end of the six-week course, the students have detailed their business plan on the whole and have defended it in front of the course participants in weekly brief presentations so that at the end, an elaborated business plan that has been critically questioned from many directions, has resulted. This business plan is then critically assessed by an external jury (e.g. professors of the HBC or representatives of business) in a final competition.

The creation of a business plan simultaneously represents the practical application of a variety of the business administration contents acquired in the course to the studies (accounting, financing, marketing, strategy, organisation, company law, etc.).

**Content of teaching:**

- ❖ Development and assessment of the business idea
  - Definition of the business idea (product, service)
  - Assessment of the customer benefit
  - Assessment of the sustainable competitive advantage (patents, property rights or similar)
- ❖ Strategy development
  - Strategic analyses (internal and external analysis, SWOT analysis)
  - Marketing and sales strategy
- ❖ Development of the value added process
  - Definition of the process stages and monetary assessment
  - Assessment of the internal impact, make or buy decisions
- ❖ Organisation of the company
  - Legal form of the company
  - Organisational structure
- ❖ Financial planning (integrated balance sheet, profit or loss account, cash flow planning)
  - Break-even analysis
  - Corporate assessment
  - Creating a financing model

<b>Lecture material:</b>	Script online in Ilias, supplementary handouts as and when required
<b>Recommended reading:</b>	Grichnik, D. / Brettel, M. / Koropp, C. / Mauer, R.: Entrepreneurship, Schäffer Poeschel publishing, 2010
	Dennis A. De: Entrepreneurship: Gründung und Wachstum von kleinen und mittleren Unternehmen, Pearson Studium, 2007
	McKinsey&Company: Planen, gründen, wachsen: Mit dem professionellen Businessplan zum Erfolg, Redline publishing, 2013
	Sahlman W.A. / Stevenson H.H. / Roberts M.J. / Bhide A.V.: The Entrepreneurial Venture, Harvard Business School Press, 1999, 2nd Edition
	Osterwalder A. / Pigneur Y.: Business Model Generation, Campus, 2011