

Module Description

Business Strategy

General Information

Number of ECTS-Credits

3

Abbreviation

TSM_BusStrat

Version

19.02.2015

Responsible of module

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Language

	Lausanne	Bern	Zürich
Instruction	<input type="checkbox"/> E <input type="checkbox"/> F	<input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F	<input type="checkbox"/> D <input checked="" type="checkbox"/> E
Documentation	<input type="checkbox"/> E <input type="checkbox"/> F	<input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F	<input type="checkbox"/> D <input checked="" type="checkbox"/> E
Examination	<input type="checkbox"/> E <input type="checkbox"/> F	<input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F	<input type="checkbox"/> D <input checked="" type="checkbox"/> E

Module category

- Fundamental theoretical principles
- Technical/scientific specialization module
- Context module

Lessons

- 2 lecture periods and 1 tutorial period per week

Brief course description of module objectives and content

This module uses an approach that takes a dynamic perspective of competitive environments and firms, and industry survival and profitability. Allowing for an integrated view of internal and external drivers of competitive advantage, a tight link between strategy formulation and implementation. Business Case Studies give students the illustration of the interdependence of formulation and implementation of the strategy.

Aims, content, methods

Learning objectives and acquired competencies

- The student knows the process of strategic planning and implementation
- The student understands the importance of an effective vision and mission
- The student is able to analyse the internal and external environment of companies
- The student knows how to develop business, corporate and international strategies
- The student understands the importance of alliances, co-operations and co-opetitions
- The student knows the critical aspects when implementing strategies (BCG, McKinsey, ADL)
- The student is aware of the importance of new ventures and governance aspects in dynamic contexts.

Contents of module with emphasis on teaching content

Week:	Topics:
1	Introducing Strategic Management
2	Leading Strategically through Effective Vision and Mission
3	Examining the Internal Environment: Resources, Capabilities, and Activities
4	Exploring the External Environment: Macro and Industry Dynamics
5	
6	Creating Business Strategies
7	Crafting Business Strategy for Dynamic Contexts
8	Developing Corporate Strategy
9	Looking at International Strategies
10	Understanding Alliances and Cooperative Strategies

11	Studying Mergers and Acquisitions
12	Employing Strategy Implementation Levers
13	Considering New Ventures and Corporate Renewal
14	Corporate Governance in the 21 st Century

Teaching and learning methods

Lectures

Group work, presentation and discussion of case studies

Self study of papers and analysis of business case studies

Prerequisites, previous knowledge, entrance competencies

Sound understanding of business administration, English level: First Certificate or higher

Literature

neue (2.) Auflage, Carpenter, M. and Sanders, W.: Strategic Management: Concepts and Cases, 2nd ed., 2013, ISBN 978-1292020778

Assessment**Certification requirements for final examinations (conditions for attestation)**

Successful participation to case works

Written module examination

Duration of exam: 120 minutes

Permissible aids: Open book