

**Module Description, available in: EN**

## *Business Strategy*

### General Information

**Number of ECTS Credits**

3

**Module code**

TSM\_BusStrat

**Valid for academic year**

2019-2020

**Last modification**

2018-09-29

**Responsible of module**

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**Explanations regarding the language definitions for each location:**

- Instruction is given in the language defined below for each location/each time the module is held.
- Documentation is available in the languages defined below. Where documents are in several languages, the percentage distribution is shown (100% = all the documentation).
- The examination is available 100% in the languages shown for each location/each time it is held.

	Berne	Lausanne	Lugano	Zurich
<b>Instruction</b>				X E 100%
<b>Documentation</b>				X E 100%
<b>Examination</b>				X E 100%

**Module Category**

TSM Technical/scientific specialization module

**Lessons**

2 lecture periods and 1 tutorial period per week

### Entry level competences

**Prerequisites, previous knowledge**

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

### 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
- understands the importance of an effective vision and mission
- can analyze the internal and external environment of companies
- knows how to develop business, corporate and international strategies
- understands the importance of alliances, co-operations and co-opetitions
- knows the critical aspects when implementing strategies (BCG, McKinsey, ADL)
- 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 <sup>st</sup> Century

### Teaching and learning methods

- Lectures
- Group work, presentation and discussion of case studies
- Self-study of papers and analysis of business case studies

### Literature

Carpenter, M. and Sanders, W.: Strategic Management: Concepts and Cases, Pearson New International Edition, 2nd ed., 2013, ISBN 978-1292020778

## Assessment

### Certification requirements

Module does not use certification requirements

### Basic principle for exams

**As a rule, all the standard final exams for modules and also all repetition exams are to be in written form**

### Standard final exam for a module and written repetition exam

Kind of exam

written

Duration of exam

120 minutes

**Permissible aids**

*Aids permitted as specified below:*

**Permissible electronic aids**

No electronic aids permitted

**Other permissible aids**

- Book: Carpenter/Sanders: Strategic Management
- Printed course slides
- Personal notes (on book and printed slides, or on separate paper)

**Special case: Repetition exam as oral exam**

**Kind of exam**

oral

**Duration of exam**

30 minutes

**Permissible aids**

No aids permitted