

<b>Module 7: Strategies for Competitive Advantages</b>				<b>Study programme</b>	MBA english
<b>Modul type:</b>	<b>ECTS-Points:</b>	<b>Workload:</b>	<b>Study stage:</b>	<b>Module duration:</b>	
Compulsory	4	120	4th	56 hrs plus exam	
<b>Course(s):</b>			<b>Contact hours:</b>	<b>Independent study-hours:</b>	<b>Planned groupsize (max.):</b>
Course 7a: Strategic and International Management			28	32	15
Course 7b: Corporate Entrepreneurship			28	32	15
<b>Module Learning Outcomes:</b>					
<p>After successfully accomplishing Module 7 „Strategies for Competitive Advantages“ students have acquired fundamental competencies in Strategic and International Management as well as in Corporate Entrepreneurship. Students are equipped with basic and advanced analytic tools and are able to apply these tools for complex problem solving in the subject areas and beyond (“strategic thinking and acting”). Moreover, students have gained a broad understanding how the subject areas that are part of the module are interlinked with other domains in management (such as finance and human resource management).</p>					
<b>Intended Learning Outcomes:</b>					
<b>Course 7a: Strategic and International Management</b>					
<p>After the attendance of this course, students are capable</p> <ul style="list-style-type: none"> <li>- to explain what is meant by strategy and to develop a strategic management framework</li> <li>- to define what constitutes the macro-environment and evaluate the relationship between the macro-environment and the competitive environment</li> <li>- to explain the internal and external firm context and to understand the importance of the link between different levels for strategic decision making</li> <li>- to explain the role of capabilities and evaluate this role as a means of achieving sustainable competitive advantage</li> <li>- to discuss different perspectives on globalization</li> <li>- to evaluate different types of international strategy and assess different entry mode strategies</li> <li>- to apply strategic management tools and concepts in order to solve practical and complex problems</li> </ul>					
<b>Course 7b: Corporate Entrepreneurship</b>					
<p>After the attendance of this course, students are capable</p> <ul style="list-style-type: none"> <li>- to explain why permanent strategic renewal is important for established companies</li> </ul>					

- to explain the differences of entrepreneurial actions in new ventures and established companies
- to explain the management levers that enable firms to establish an entrepreneurial mindset throughout the company
- to explain which executive traits are useful for promoting entrepreneurial thinking in large corporations

**Description / Contents:**

**Course 7a: Strategic and International Management**

1. What is Strategy?
2. Evaluation of the Macro-environment
3. Industry Analysis
4. The Internal Environment: Value-creating activities
5. The Internal Environment: A Resource-Based View of Strategy
6. Business and Corporate Strategy
7. International Strategy

**Basic literature:**

Henry, A. E. (2018): "Understanding Strategic Management", Third Edition, Oxford University Press

**Course 7b: Corporate Entrepreneurship**

1. **Introduction into Corporate Entrepreneurship**
2. **Foundations of Corporate Entrepreneurship**
  - 2.1 Dimensions of Corporate Entrepreneurship
  - 2.2 Performance implications of Corporate Entrepreneurship
3. **Management levers to facilitate Corporate Entrepreneurship**
  - 3.1 Planning
  - 3.2 Organization
  - 3.3 Personnel
  - 3.4 Leadership
  - 3.5 Control
4. **Change management**

**Basic literature:**

Engelen, A./Bachman, J./Engelen, M.: Corporate Entrepreneurship, SpringerGabler.

Kuratko, D./Morris, M./Covin, J.: Corporate Innovation and Entrepreneurship – Entrepreneurial Development Within Organizations. International Edition.

<b>Language:</b>
Courses are taught in English.
<b>Teaching methods:</b>
Lecture, group work, self-study.
<b>Module applicability:</b>
MBA „General Management“ - english
<b>Pre-requisites / Requirements:</b>
Admission to the MBA programme “General Management” - english
<b>Examination Types:</b>
Examination in the form of a written assignment.
<b>Requirement for award of ECTS-points:</b>
Successful participation in the exam
<b>Course availability:</b>
Annually
<b>Assessment:</b>
The exam of this module counts for 9,09 per cent of the final examination
<b>Modul convenor and main lecturer:</b>
Prof. Dr. Marius Wehner, Prof. Dr. Andreas Engelen, Dr. Verena Rieger
<b>Further information:</b>
Material for the courses will be provided online before the courses start
<b>Module Version:</b>
2020-11 V1