

4581 Advanced Strategic Management – Syllabus Summer Semester 2022



Instructors

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Contact details

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Dates

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Contents

Building on the content of the course Strategic Management and Strategic Leadership 1 (SM&SL 1) the Strategic Management track of the Strategic Management and Strategic Leadership 2 (SM&SL 2) course briefly introduces the advanced tools for strategic management as well as organizational leadership. The focus of the course lies on strategy formulation and leadership psychology. Regarding the strategic management part of the course the key areas are business strategy as well as corporate strategy. The course further explores the tools and concepts of diversification, vertical integration, acquisitions, alliances and global strategy. Eventually, the important area of strategy implementation is discussed. Regarding the leadership part the course focuses on leading for change and innovation as well as on strategic leadership in organizations.

Before starting the course students will be expected to have the basic knowledge from all chapters covered in the course SM&SL 1. Students who did not take the SM&SL 1 courses (and who applied directly to SM&SL 2), are asked to familiarize themselves with the content of the SM&SL 1 course prior to the start of the Advanced Strategic Management course.

Learning outcomes

Students who have passed this course successfully are able to:

- explain the nature and purpose of strategic management
- describe the two generic business strategies and understand their differences
- discuss potential implications of diversification and vertical integration on firm performance
- explain the main differences between acquisitions and alliances
- identify drivers that shape global strategies
- name and describe forces which influence firms' ability to compete in a global market

- explain the most important factors of successful strategy implementation
- understand the psychological process involved in making major changes
- understand how to develop an appealing vision for the organization
- understand how top executives can influence organizational processes and performance

Apart from these skills, students further develop their social skill-set through demanding group assignments. By the end of the course, students are able to systematically solve in-depth case studies and provide solutions to strategic problems and assess their impact on firm performance.

Attendance requirements

All students must attend the first session (kick off session)!

Attendance in all five online block-sessions is required! Please inform the instructor about any absence prior to the session. You are only allowed to miss one half of a session. If you miss more than one half of a session, you will be deregistered from the course. The same applies for unexcused absence. The last two hour session in the schedule constitutes the final exam.

Teaching/learning method(s)

This course is an online course. As this is a highly interactive class, it is important that you are well prepared and present for all sessions!

The course Advanced Strategic Management (Strategic Management track of the Strategic Management and Strategic Leadership 2 (SM&SL 2)) involves different teaching methods including in-class discussions, case studies, reading assignments, group assignments and oral presentations. The content and structure of the course covers the most important aspects of modern international strategic management and is closely tied to the following two books (see below for details):

- "Strategic Management" by Frank T. Rothaermel
- "Leadership in Organizations" by Gary Yukl and William L. Gardner

Assessment

Grading scheme:

The following grading criteria apply:

- Individual in-class participation: 5%
- Mini-quizzes: 5%
- Group assignments: 40%
- Final exam: 50%