

<b>Module 4: Strategic management (E)</b>				
<b>Workload</b>	<b>Credits</b>	<b>Study semester</b>	<b>When</b>	<b>Duration</b>
a) 90 h	a) 3	Semester 2	Every summer and winter semester	1 semester
a) 90 h	b) 3			
		<b>Contact time</b> 4 semester periods per week / 60 h	<b>Self-study</b> 120 h	<b>Planned group size</b> 25 students
<b>1</b>	<b>Courses</b> a) Cross-border growth strategies b) Change management			
<b>2</b>	<b>Learning outcomes / Skills</b> <i>Knowledge and understanding:</i> In this module, students learn about methods of strategic management and their application in international management. They come to understand how these methods can be used to develop growth processes across national borders. They recognise the importance of institutional realities which need to be taken into account when planning changes to existing structures. <i>Skills:</i> In the context of a changing environment, students learn how to develop change processes – taking into account specific aspects of international management – and how to apply different strategy models.			
<b>3</b>	<b>Contents</b> <ul style="list-style-type: none"> <li>• Dealing with change processes, resistance and conflicts in multicultural teams</li> <li>• Portfolio and competitive strategies</li> <li>• Product and market strategies</li> <li>• Synergy and integration strategies</li> <li>• Management of changes, particularly in the context of mergers or takeovers of and by companies with different cultural backgrounds</li> </ul>			
<b>4</b>	<b>Course Type</b> The courses are seminar-based and include case studies.			
<b>5</b>	<b>Participation requirements</b> None			
<b>6</b>	<b>Examination form</b> Written exam (120min.)			
<b>7</b>	<b>Requirements for the Awarding of Credits</b> Minimum grade of „sufficient“ in the examination			
<b>8</b>	<b>Weighting of grade as a proportion of final grade</b> 6/30 x 0.3			
<b>9</b>	<b>Module supervisor and full-time lecturer</b> Prof. Rolf Tappe; Prof. Jürgen Bock			
<b>10</b>	<b>Compulsory literature</b> <ul style="list-style-type: none"> <li>• Schein, E.: Führung und Veränderungsmanagement, newest edition</li> </ul> <b>Recommended literature</b> <ul style="list-style-type: none"> <li>• Schein, E.: The Corporate Culture Survival Guide, newest edition</li> <li>• Doppler, K./ Lauterburg, Ch., Change Management: Den Unternehmenswandel gestalten, Campus Verlag, Frankfurt / Main, newest</li> </ul>			

	edition Further literature recommendations will be issued at the start of the semester.
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