

Module Description

# Business Strategy

General Information

Number of ECTS Credits

3

Module code

TSM\_BusStrat

Responsible of module

Michael Röthlin, BFH

Language

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   |
|---------------|---------------------------------|---|---------------------------------|--|
| Instruction   | <input type="checkbox"/> E 100% | <input type="checkbox"/> E 100% <input type="checkbox"/> F 100%                                 | <input type="checkbox"/> E 100% | <input checked="" type="checkbox"/> E 100% <input type="checkbox"/> D 100%                                 |
| Documentation | <input type="checkbox"/> E 100% | <input type="checkbox"/> E 100% <input type="checkbox"/> E % <input type="checkbox"/> F %       | <input type="checkbox"/> E 100% | <input checked="" type="checkbox"/> E 100% <input type="checkbox"/> E % <input type="checkbox"/> D %       |
| Examination   | <input type="checkbox"/> E 100% | <input type="checkbox"/> E 100% <input type="checkbox"/> E 100% <input type="checkbox"/> F 100% | <input type="checkbox"/> E 100% | <input checked="" type="checkbox"/> E 100% <input type="checkbox"/> E 100% <input type="checkbox"/> D 100% |

Module category

- FTP Fundamental theoretical principles
- TSM Technical/scientific specialization module
- CM Context module

Lessons

2 lecture periods and 1 tutorial period per week

Entry-level competencies

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 for final examinations (conditions for attestation)**

N/A

**Basic principle for exams:**

**All the standard final exams for modules are written exams.  
The repetition exams can be either written or oral.**

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

|                  |  |
|------------------|--|
| Kind of Exam     | Written  |
| Duration of exam | 120 minutes  |
| Permissible aids | <input type="checkbox"/> No aids<br><input checked="" type="checkbox"/> Permissible aids: <ul style="list-style-type: none"> <li><input type="checkbox"/> Electronical aids: No</li> <li><input checked="" type="checkbox"/> Hardcopy (book): Carpenter/Sanders: Strategic Management</li> <li><input checked="" type="checkbox"/> Printed course slides</li> <li><input checked="" type="checkbox"/> Personal notes (on book and printed slides, or on separate paper)</li> </ul> |

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

If an oral exam is set (only possible for  $\leq 4$  students), the following applies:

|                  |            |
|------------------|------------|
| Kind of Exam     | oral       |
| Duration of exam | 30 minutes |
| Permissible aids | No aids    |