

Corporate Strategy

- Course program summer term 2024 -

This interactive course teaches the basic principles of strategic management at the corporate level (e.g., economic theories in the context of multi-business firms, value management, parenting advantage). In addition, elementary corporate management topics such as diversification and portfolio planning are addressed. In times of digital change, it is even more essential to identify suitable strategic initiatives in order to successfully strengthen or defend one's own position in the long term. In this context, measures such as mergers, acquisitions, and sales are discussed at the corporate level. Increased reference is made to challenges that arise for corporates on the basis of the digital transformation. Platform operators are analyzed as examples, but dynamic industries such as financial services and automotive are also examined. The aim is to clarify the question of how the value of individual businesses can be increased from within the corporate group.

The course is divided into two blocks comprising four dates:

- In the first block, the most important contents of corporate strategy are taught. This takes place during the first two dates of the course.
- In the second block, students work independently in teams on an in-depth topic. They deal with current developments in corporate practice and attempt to analyze issues that arise with the help of current research findings. The students are supported by members of the chair in individual supervision appointments. The results of the research will be presented on the third and fourth date of the course and then discussed in the plenum.

The results of the presentation and the discussion are then to be processed in a case study. Here, the company dealt with is first described before the relevant information required to answer the central question is then presented. The presentation given, in an improved form, forms the basis for the teaching note, which complements the case study.

The presentation and the presentation paper (50%) and the seminar paper in the form of a case study (50%) result in the performance record for the course.

In addition, it is possible to improve the grade of the presentation by one grade level (0.3 or 0.4) through particularly good contributions to the discussion.

All related course materials as well as the groups for working on the respective topic can be found in the StudOn course at the following link: <https://www.studon.fau.de/crs255802.html>

Session 1:

LG H2; 16. April 2024; 13:15 – 16:30

Contents: Introduction / Overview
Corporate strategy and the concept of parenting advantages
Portfolio design and portfolio management

Literature: Hungenberg (2014) S. 373 – 391; 417 – 546
Johnson, Scholes & Whittington (2008) S. 255 – 291

Session 2:

LG 0.142; 23. April 2024; 15:00 – 18.15

Contents: Portfolio design and portfolio management
Acquisitions as an instrument for portfolio change
Corporate strategy and the capital market

Literature: Hungenberg (2014) S. 484 – 532
Johnson, Scholes & Whittington (2008) S. 355 – 393

Session 3:

LG 0.224; 17. May 2024; 12:30 – 18.00

Contents: Workshop on case studies with Roland Berger

Session 4&5: Presentations

10. June (LG 0.423) & 11. June 2023 (LG 0.142); 15:00 – 18:15

The presentation topics will be announced on April 23 at the end of the event and subsequently uploaded in StudOn. The groups will also be assigned at the end of this session. In addition, students need to join the corresponding group at StudOn afterwards.

Each group has the possibility to attend up to two supervision appointments (one for the presentation & one for the case study). The supervision appointments have to be arranged individually with the supervising lecturers (Tobias Reif / Jule Holmer).

Presentations must be uploaded to the appropriate StudOn group (.pptx & .pdf) by **June 7, 12:00 am**. This is the official deadline for submission of presentations.

Case studies must be uploaded to the appropriate StudOn group by **August 16, 12:00 pm** (.docx & .pdf). This is the official deadline for the submission of the case study.