

Corporate Strategy

- Course program summer term 2025 -

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 eight dates:

- In the first block, the most important contents of corporate strategy are taught. This takes place during the four lectures 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 last three dates of the course and then discussed in the plenum.

The results of the presentation and the discussion are then to be processed in a seminar paper. Here, the company dealt with is first described before the relevant information required to answer the central question is then presented.

The presentation and the presentation paper (50%) and the seminar paper (50%) result in the performance record for the course.

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/studon/goto.php?target=lcode_r0WNY5ed

Session 1: Lecture

April 29th; 3pm – 6.15pm, LG 0.222/3

Contents: Introduction / Overview
Corporate strategy and the concept of parenting advantages

Session 2: Lecture

May 6th; 11.30am – 2.45pm, LG 0.142

Contents: Portfolio design and portfolio management

Session 3: Lecture

May 13th; 3pm – 6.15pm; LG 0.222/3

Contents: Acquisitions as an instrument for portfolio change

Session 4: Workshop on case studies with Roland Berger

May 16th; 1pm - 6pm; LG 0.424

Session 5: Lecture

May 20th; 3pm – 6.15pm; LG 0.222/3

Contents: Corporate strategy and the capital market

Session 6, 7, 8: Presentations

16.06.; 09.45am – 1pm; H6

17.06.; 3pm – 6.15pm; 0.222/3

18.06.; 3pm – 6.15pm; 3.152/3

Additional Literature:

Hungenberg (2014) p. 373 – 391; 417 – 546

Johnson, Scholes & Whittington (2008) p. 255 – 291, 355 – 393

The presentation topics will be announced on April 29th at the end of the lecture 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 seminar paper). The supervision appointments have to be arranged individually with the supervising lecturers (Patrick Herold, Jule Holmer, Dr. Tobias Reif).

Presentations must be uploaded to the appropriate StudOn group (.pptx & .pdf) by **June 13th, 10am**. This is the official deadline for submission of presentations.

Seminar papers must be uploaded to the appropriate StudOn group by **August 1st, 2pm** (.docx & .pdf). This is the official deadline for the submission of the seminar paper.