

<b>Corporate Strategy</b>	<b>Bordeaux</b>	<b>Münster</b>	<b>Madrid</b>	<b>Portsmouth</b>	<b>Rotterdam</b>
<b>1</b>	Economy and technological innovation	Shareholder Value vs Stakeholder Value	Introduction – Strategic Leadership	Introduction to Strategic Management	The strategic management process
<b>2</b>	Strategic analysis and technological innovation	Strategic Management I	Strategy Analysis – The system of company goals	Strategy Process	Establishing company direction: Developing a strategy
<b>3</b>	The characteristics of strategic decisions	Strategic Management II	Analysis of external environment	Analysing the Environment	Industry and competitive analysis
<b>4</b>	Strategy, strategic management	Value Orientated Corporate Management I	Analysis of the specific environment	Resources and Capabilities	Evaluating company and competitive capabilities
<b>5</b>	Corporate strategy	Value Orientated Corporate Management II	Internal Analysis of the company	Business Strategy	Strategy and competitive advantages
<b>6</b>	Business unit strategy	Business Sector Analysis	Strategies and competitive advantage	Corporate Strategy	Strategies for competing in globalizing markets
<b>7</b>	Functional/operational strategy	Merger & Acquisitions	Directions of strategic development (1)	Collaboration, alliances, mergers & acquisitions	Business models and strategies in the internet era
<b>8</b>	Strategic vocabulary: Mission, Vision, Goal, Objectif, Key Competencies, Strategic <i>architecture</i> , Control/Controlling	Strategic Alliances and Processes	Directions of strategic development (2)	Implementation (incl. Balanced Scorecard) and change	Tailoring strategy to fit specific industry and company situations
<b>9</b>	Case study	Balanced Scorecard	Internal and external growth	Purpose, Shareholder Wealth and Stakeholders	Strategy and competitive advantage in diversified companies
<b>10</b>	The strategic management process	Change Management	Internationalisation	International Strategy	Evaluating the strategies of diversified companies
<b>11</b>	The strategic analysis	Turnaround	Evaluation and	Revision	Building resource

		Management	choosing of strategies		strengths and organizational capabilities
<b>12</b>	Strategic choices		Implementation of strategies		Corporate culture and leadership
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<b>13</b>	Strategic analysis and the environment (PEST analysis)				
<b>14</b>	Strategic analysis according to Porter's five forces				
<b>15</b>	Market segmentation				
<b>16</b>	The strategic clock				
<b>17</b>	Case study				
<b>18</b>	The Ashbridge / parenting matrix				
<b>Literature</b>	No specific core readings only lecture notes.	Balz/Thalenhorst: Shareholder Value (available online), Simon/Gathen: Das grosse Handbuch der Strategie Instrument - Werkzeuge für erfolgreiche Unternehmensführung	Navas Lòpez, J.E./ Guerras Martín, L.A. (2002): „La dirección estratégica de la empresa. Teorías y aplicaciones“, 2a edición, Civitas, Madrid. Grant, R.M. (1996): „Dirección estratégica. Conceptos, técnicas y aplicaciones“, Civitas, Madrid.	Johnson, G and Scholes, K: <i>Exploring Corporate Strategy: Text and Cases</i>	Strategic Management: Concepts and Cases, Thompson and Strickland