

BABWLP-STRAT - Strategic Management and Marketing (engl.)

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General information	
Module Code	BABWLP-STRAT
Unique Identifier	StratMgmtMaA-01-BA-M
Module Leader(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Lecturer(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Offered in Semester	Wintersemester 2026/27
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)

Study Subject: B.A. - BWL - Betriebswirtschaftslehre (letzte Aufnahme SoSe 2024)
Module type: Pflichtmodul
Semester: 4

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

After successful completion of the course, the student will be able to:

- Envision and competently work with the entire strategic management process
- Conduct highly proficient internal and external environment analyses and be able to present these via very structured and organized methods
- Confidently work with the tools of the strategic management process including PEST analysis, Porter 5 Forces analysis, Competitor profile analysis and mapping, Internal audits, Resource based view analysis, industry concentration analysis, etc.
- Understand the intricacies of mission and vision statements
- Learn how to analyse company strategies in conjunction with contemporary market developments
- Recognise the urgency of innovative behaviour for companies operating in developed markets
- Learn, via the tools of strategic analysis, how to evaluate strategic options and how to develop an effective strategic plan
- Discuss and work with various motivational methods of strategy implementation
- Create planned direction for strategic alliances
- Create coordinated governance systems for diversified companies
- Competently evaluate strategic performance and take corrective actions if needed
- Make a connection between a coherent strategic management plan and its marketing implications

After successful completion of the course, the student will be able to:

- Provide precise and valid strategic direction for companies
- Envision holistic management practices and be able to implement them at a strategic level
- Quickly identify current business affairs and their strategic repercussions
- Coordinate a unified business portfolio assessment
- Act as professional consultants for companies seeking strategic recommendations
- Present key findings in well-ordered overview form for management presentation
- Provide rational judgements and assessments of companies in domestic and international markets
- Assess leading edge technologies for companies operating within regulatory and environmental constraints
- Relating the PLC to innovative behaviour within companies

After successful completion of the course, the student will be able to:

- Present and confidently portray a strategic management plan for top executives that is consistent, logical, resilient and defensible at each level of analysis
- Talk competently regarding the strategic management process and the options companies can/should pursue
- Cut-to-the-core of complicated business plans revealing actual strategic intentions vs. codified management speak
- Work with company managers around the globe to facilitate optimal business outcomes
- Pursue and express strategic directions that act in the best interest of companies and their wealth gains

After successful completion of the course, the student will be able to:

- Critically reflect upon strategic business plans and their positive/negative ramifications on domestic and foreign environments
- Understand when company betterment is in the interest of societal gains vs. societal losses
- Have a firm understanding of why companies behave in the manner they do, and how they can achieve optimal outcomes

Content information

Content	<p>Content pivots around but is not limited to:</p> <p>Strategy Formulation</p> <ul style="list-style-type: none"> • Strategic analysis in a globalized context • Competitive advantage and societal impacts • Vision and mission statements • Tools of external environmental analysis: Pest and Porter • Economies of scale as entry and exit barriers • Tools of internal environmental analyses: Resource based view and <p>Internal audits</p> <ul style="list-style-type: none"> • ROI and future value calculations • Calculating Herfindahl-Hirschman-Index • Strategies in action with cases • Tools of strategic analysis: SWOT Matrix, SPACE Matrix, BCG Matrix, <p>Grand Strategy Matrix</p> <ul style="list-style-type: none"> • Creating External and Internal Factor Evaluations <p>Strategy Implementation</p> <ul style="list-style-type: none"> • Management and operational issues • Establishing new annual objectives in tune with motivation • Managing conflict • Downsizing • Linking pay to performance • Strategy and structure • Cultures fit with structure and strategy • Cases of good and poor strategic structure-culture fit • Organizing corporate diversification • Agency conflicts • Organizing strategic alliances • Misrepresentation in alliances <p>Strategy Evaluation</p> <ul style="list-style-type: none"> • Developing a strategy evaluation framework • Balanced scorecard <p>Aligning marketing ways with strategic assessment:</p> <ul style="list-style-type: none"> • Manipulating customer needs • Irrationality of Price and Promotion • Examples of effective marketing today • Penetrating through the "cheese bell" • Questioning subliminal marketing <p>#strategischeanalyse #externemarktbewertung #internebewertung #herfindahlhirschmanindex #swotmatrix #bcgmatrix# grandstrategymatrix #spacematrix #competitormapping #downsizing #pest #porter5forces #resourcebaseview #internesaudit #strategieformulierung #strategieimplementierung #strategiebewertung #visionstatement #leitbild #preisstrategien #unterschwelligesmarketing #strategicanalysis #externalmarketevaluation #internalevaluation #internalaudit #strategyformulation #strategyimplementation #strategievaluation #missionstatement #pricingstrategies #subliminalmarketing</p>
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Literature	<p>Recommended readings:</p> <ul style="list-style-type: none"> • Strategic Management and Competitive Advantage, Concepts and Cases (2015, 5th ed.) by Barney and Hesterly. Pearson. (ISBN # 978-0-13-312740-9) • Strategic Management: Concepts and Cases: Competitiveness and Globalization (2016, 12th ed.) by Michael A. Hitt and R. Duane Ireland. Cengage. (ISBN # 978-1-305-50214-7) • Broedner, P. (2007) 'From Taylorism to competence-based production', AI & Society, Vol. 21, No. 4, pp.497-514. • Nadeau, J. and Casselman, R.M. (2008) 'Competitive advantage with new product development: implications for life cycle theory', Journal of Strategic Marketing, Vol. 16, No. 5, pp.401-411. • Nyland, C. and Heenan, T. (2005) 'Mary van Kleeck, Taylorism and the control of management knowledge', Management Decision, Vol. 43, No. 10, pp.1358-1374. • Sasagawa, M., Kajiyama, T. and Ouchi, N. (2014) 'A study of pricing strategy in platform business: a multi-agent simulation approach', International Journal of Technology Marketing, Vol. 9, No. 4, pp.421-435. • Tushman, M.A. and O'Reilly, C.A. (2002) Winning through Innovation: A Practical Guide to Leading Organizational Change and Renewal, Harvard Business School Press, Cambridge, MA. • Gulev, R. E. (2016). Connecting Culture to Creativity and Innovation: how trust and other forms of corporate culture influence innovative behaviour. International Journal of Sustainable Economy, 8(4): 342 - 356.
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Teaching formats of the courses	
Teaching format	SWS
Seminar	4

Workload	
Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination	
Examination prerequisites according to exam regulations	None
BABWLP-STRAT - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Absatz 2 PVO: No Graded: Yes Remark: There are several graded assignments to be delivered: Short Project Assignment: 5% Mid Term Assignment: 10% Presentation: 10% Final Assignment: 75%

Miscellaneous	
Recommended Prerequisites	To have read and understood at least two of the books/articles from the recommended literature list.