

Module	Strategic Management I + II
Semester	1 st and 2 nd year according to previous knowledge; <i>SME program</i>
ECTS-Credits	3 per course
Contact Hours	30h
Course Assessment	Presentation, Paper
Requirements	English proficiency of at least B2.
Methodology	In-class, presentation, group work.
Content / Objectives	<p>Course I – 1st year Characteristics of leaders and the quality and nature of leadership will be thoroughly investigated. The effective of good or bad leadership on the role of management will be considered and the importance of personal vision. This will include an attempt at the identification of personal aims, developing this to the point where a connection between personal, group, organizational and societal vision can be established. The students will be introduced to the rudiments of management ideas with a brief historical comparison of scientific management with the needs of today. Subsequently, this theme will be developed to include the process of decision-making, such as the Control Loop, Bounded Rationality, Complexity, Roles, Directing vs. Empowering styles of management as well as management systems and competencies.</p> <p>Course II – 2nd year There will be a thorough study of management styles, authority and accountability. Theories of communication, issues involved in working in groups and teams (and their differences) will lead to a thorough practical effort at building optimal team structures. Additionally, the theories concerning organizational structure and culture will be thoroughly investigated and the part which culture can play in molding the organization. Students will be expected to consider how both human and organizational Cultures can differ and the effects of diversity. Mechanistic and organic structures will be compared as well as Contingency theory and the employment of networks and alliances particularly related to SME's.</p>

Literature	<p>No specific literature apart from study notes provided by lecturer. However, students are expected to find their own sources via books or Internet research. The following books are also recommended reading:</p> <ul style="list-style-type: none">• Paton, R. et al. (1996) The New Management Reader, ITP, London ISBN 1 86152 201 0• Adair, John (2002) Inspiring Leadership, Thorogood, London ISBN 1-85418-207-2• Covey, Stephen R. (1990) Principle Centered Leadership, New York ISBN 0-671-79280-6• Mabey, C. & Iles, P. (1994) Managing Learning, ITP, London ISBN 1 86152 198 7• Deming, W. Edwards (1982) Out of the Crisis, Cambridge University Press ISBN 0-521-30553-5• Neave, Henry R. (1990) The Deming Dimension, SPC Press ISBN 0-945320-08-6• Senge, Peter M. (1990) The Fifth Disciple – The Art and Practice of the Learning Organisation, Doubleday ISBN 0-385-26094-6.
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Subject to change.

Villingen-Schwenningen, March 2019