



**Subject** **Module: Strategic Management**  
**Course:** **Strategic Management IV: Strategic Management Concepts**

**Professor in charge:** Prof. Dr. Dietmar Fink

**Target group:** MBA-students in the first stage of the MBA-program

**Lectures:** 2 SWS

**Aims:** Although it is generally not possible to assess their economic benefits either in advance or even in retrospect, most executives rely on the reasoning and the ideas promoted in modern management concepts such as Business Process Reengineering, Shareholder Value Management and Virtual Corporations. However, the success rate of many of these concepts may be questionable. Michael Hammer and James Champy, for example, the protagonists of Business Process Reengineering, cite the fact that 70 to 80 percent of such projects ultimately fail. And yet, the tendency to invest vast sums into implementing the latest ideas has by no means diminished.

The reasons for these investments are undoubtedly complex. However, we can assume that managers have a fundamental need to strengthen their company's competitive position. Given the increasing complexity and dynamic nature of most markets, many managers see themselves faced more and more with uncertain and unstructured situations, in which the path that leads to a strong position is never clearly mapped out.

In such an ambiguous context, management concepts can provide some form of orientation. They are generally well structured, their protagonists demonstrate their strategic value on the basis of numerous "success stories" from practice, and their clear structure permits swift and precise action. Thus, management concepts allow managers to reduce the complexity of the decision-making process, since they no longer need to orient their methods towards the reality of the company and its surrounding networks. Instead, managers can focus on the competitive strategic potential perceived to be achievable by adopting a certain concept. If the managers believe this potential to be sufficient, the concept is applied to the company's own situation to the greatest possible extent.

This course presents a framework that enables students to interpret and predict decisions for investing in and implementing individual management concepts. The strategic potential of a concept and its rate of adoption are taken as the key determinants. Ten current management concepts are studied in order to provide students with the fundamentals of modern management, and to help them understand how these concepts may be used in order to maximize organizational effectiveness.

**Contents:** 1. Strategic Management Concepts: An Introduction



2. Management Concepts and their Exponents
3. Current Management Concepts
  - 3.1 Business Process Reengineering
  - 3.2 Total Quality Management
  - 3.3 Knowledge Management and Learning Organisations
  - 3.4 Customer Relationship Management
  - 3.5 Lean Management and Outsourcing
  - 3.6 Core Competence Management
  - 3.7 Shareholder Value Management
  - 3.8 Growth Strategies
  - 3.9 E-Business / E-Commerce
  - 3.10 Virtual Corporations and Network Organisations
4. Explaining and Predicting Investments in Management Concepts
  - 4.1 The Strategic Potential of Management Concepts
  - 4.2 Management Concepts and Management Fashion
  - 4.3 The Life Cycle of Management Concepts
  - 4.4 Classification of Management Concepts
  - 4.5 Implications for Investments in Management Concepts

Note: The concepts selected for discussion will permanently be revised.

**Methods:**

Student learning is based on lectures, class debates, as well as students' own preparation and business experience. All students will need to prepare the basic literature prior to the course. The lectures will focus on reviewing and discussing the key issues of the prepared topics. Students are encouraged to share their views on specific management concepts based on their practical work experience. Class debates provide an in depth discussion of the relevant issues together with managers that have implemented the respective concepts in their companies, and consultants who advise their clients on the strategic value and the implementation of the concepts.

**Examination:**

The module will be assessed by a final examination.

**Literature**

Basic Literature:

Fink, D./Knoblach, B. (2003): Die großen Management Consultants: Ihre Geschichte, ihre Konzepte, ihre Strategien, München 2003.

Additional Literature:

Fink, D. (Hrsg.) (2000): Management Consulting Fieldbook: Die Ansätze der großen Unternehmensberater, München 2000.

Fink, D. (2000): Leitbilder des Electronic Commerce – die Functional Economy, in: Electronic Commerce: Grundlagen und Perspektiven, hrsg. von C. Wamser, München 2000, S. 214 – 236.

Fink, D. (1998): Virtuelle Unternehmensstrukturen: Strategische Wettbewerbsvorteile durch Telearbeit und Telekooperation, Wiesbaden



1998.

Hammer, M. (1990): Re-engineering Work: Don't Automate, Obliterate, in: Harvard Business Review, Juli-August 1990, S. 104 – 112.

Hammer, M./Champy, J. (1993): Reengineering the Corporation, New York 1993.

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Hildebrand, V.G. (2000): Kundenbindung und Electronic Commerce – Electronic-Customer-Relationship-Management, in: Electronic Commerce: Grundlagen und Perspektiven, hrsg. von C. Wamser, München 2000, S. 71 – 95.

Jüttner, U./Wehrli, H.P. (1994): Relationship Marketing from a Value System Perspective, in: International Journal of Service Industry Management, Vol. 5 (1994), No. 5, S. 54 – 73.

Link, J. (2001): Grundlagen und Perspektiven des Customer Relationship Management, in: Customer Relationship Management: Erfolgreiche Kundenbeziehungen durch integrierte Informationssysteme, hrsg. von J. Link, Berlin u.a. 2001, S. 1 – 34.

Mahoney, J.T./Pandian, J.R. (1992): The Ressource-based View within the Conversation of Strategic Management, in: Strategic Management Journal, 13. Jg. (1992), S. 363 – 380.

Nelson, R./Winter, S. (1982): An Evolutionary Theory of Economic Change, Cambridge 1982.

Peppers, D./Rogers, M. (1999): The One to One Manager: Real Worls Lessons in Customer Relationship Management, New York 1999.

Peter, S. (1997): Kundenbindung als Marketingziel, Wiesbaden 1997.

Peteraf, M.A. (1993): The Cornerstones of Competitive Advantage – A Ressource-Based View, in: Strategic Management Journal, 14. Jg. (1993), S. 179 – 191.

Pfingsten, F. (1998): Shareholder-Value im Lebenszyklus: Methoden einer marktwertorientierten Unternehmensführung, Wiesbaden 1998.

Prahalad, C.K./Hamel, G. (1990): The Core Competence of the Corporation, in: Harvard Business Review, May-June 1990.

Rappaport, A. (1986): Creating Shareholder Value, New York 1996.  
Rappaport, A. (1999): Shareholder Value: Ein Handbuch für Manager und Investoren, 2. Aufl., Stuttgart 1999.

Raster, M. (1995): Shareholder Value Management, Wiesbaden 1995.  
Reichheld, F.F. (2001): Loyalty Rules! How Today's Leaders Build Lasting Relationships, Boston 2001.



Sheth, J./Parvatiyar, A. (1995): Relationship Marketing in Consumer Markets, in: Journal of the Academy of Marketing Science, Vol. 23 (1995), S. 255 – 271.

Siegert, T. (1995): Shareholder-Value als Lenkungsinstrument, in: zfbf, 47. Jg. (1995), S. 580 – 607.

Wamser, C. (2000): Electronic Commerce – theoretische Grundlagen und praktische Relevanz, in: Electronic Commerce: Grundlagen und Perspektiven, hrsg. von C. Wamser, München 2000, S. 3 – 27.

Wildemann, H. (2000): Kernkompetenz-Management: Mit intelligenten Technologien Kunden binden, in: Kernkompetenzen und E-Technologien managen, hrsg. von H. Wildemann, München 2000, S. 15 – 59.

Porter, M.E. (1979): How Competitive Forces Shape Strategy, in: Harvard Business Review, March-April.

Prahalad, C.K./Hamel, G. (1990): The Core Competence of the Corporation, in: Harvard Business Review, May-June.

**Language:** English / German

**Case Studies:**