

Brands & Digital: the Case Studies

UGRA_015194

Departments	Department of Marketing
Teaching Languages	English
ECTS	5
Teacher responsible	Varela Otero Ana Maria - ana.varela1@esade.edu

Course Goals

Objectives

1. Develop the capacity to analyze a strategic challenge in the context of Brand and Communication to identify an opportunity
2. Evaluate the internal and external situation to formulate an effective digital strategy
3. Implement communication solutions related to Awareness, Engagement, Activation, Execution and Evaluation

Prerequisites

Marketing courses

Description

Course contribution to program

Course: BRANDS & DIGITALS. THE CASE STUDY. : How to Succeed in Brand Communication Today in a Connected

World, Brands Must be Always-On Introduction

The marketing paradigm has transformed with the rise and consolidation of digital technologies.

This course will teach you about this shift and how it has altered the way brands communicate with their audiences.

Companies today exist in a fast-paced information cycle and face the constant proliferation of social media channels, the growing power of connected customers, and an explosion of new digital tools that provide an unprecedented and complex ecosystem.

To succeed, marketers must be able to plan, implement, and measure the impact of digital strategies that are suited to today's customers and integrated with both traditional and innovative marketing and business goals.

This course aims to help students understand the complexities and the opportunities of this new normal, and to examine how success in the digital space implies managing a continuously changing balance between the Strategic, Creative, Technological and Analytical elements that support an effective Communication Strategy.

Activities

In-class discussions and debates

Group presentations

Presentations

Essays

Case study analyses

Research work and projects

Content

#	Topic
1	1. Industry #1: FMCG In this 1st session a general overview of the course will be introduced and a 1st case study will be analyzed. Some exercises will be worked in class, and some others will be described to develop individually or in groups for the following session.
2	2. Industry #2: OTC Pharma
3	3. Industry #3: BEAUTY In this session a new case study will be analyzed. Some exercises will be worked in class, and some others will be described to develop individually or in groups for the following session.
4	4. Industry #4: LUXURY & FASHION In this session a new case study will be analyzed. Some exercises will be worked in class, and some others will be described to develop individually or in groups for the following session.
5	5. Industry #5: TRAVEL In this session a new case study will be analyzed. Some exercises will be worked in class, and some others will be described to develop individually or in groups for the following session.
6	6. Industry #6: SPORTS In this session a new case study will be analyzed. Some exercises will be worked in class, and some others will be described to develop individually or in groups for the following session.
7	7. Industry #7: EAT OUT In this session a new case study will be analyzed. Some exercises will be worked in class, and some others will be described to develop individually or in groups for the following session.
8	8. Industry #8: TOYS In this session a new case study will be analyzed. Some exercises will be worked in class, and some others will be described to develop individually or in groups for the following session.
9	9. Industry #9: TECH In this session a new case study will be analyzed. Some exercises will be worked in class, and some others will be described to develop individually or in groups for the following session.

Assessment

Tool	Assessment tool	Category	Weight %
In-class analysis and discussion of issues	Contribution & participation	Ordinary round	20.00%
Group project	Group Exercises	Ordinary round	50.00%
Individual or team exercises	Individual exercises	Ordinary round	30.00%
Other	specific retake project	Retake	100.00%

PROGRAMS

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)

BBA20 Year 3 (Optative)

BBA20 Year 4 (Optative)

BBE20-Bachelor of Business Administration (BBA) (Undergraduates: Business)

BBE20 Year 4 (Optative)

BBE20 Year 3 (Optative)

ECOL21-European Common Online Learning (Undergraduates: Business)

ECOL21 Year 1 (Optative)

Data analytics and visualization in financial statement analysis

UGRA_014155

Departments	Department of Economics, Finance & Accounting
Teaching Languages	English
ECTS	2
Teacher responsible	Platikanova Petya - petya.platikanova@esade.edu

Prerequisites

Basic level: financial accounting and analysis.

Python programming: recommendable but not required.

Teaching methodology

The course is organized around different topics related to the tools in financial analysis and the visualization of the most valuable outputs for more effective communication using financial information.

The course content refers to real business examples, which will be comprehensively examine, analyzed and visualized using popular visualization techniques.

Description

Short description

1. Introduction

Visualization has reached the mainstream consciousness in professional and commercial contexts. An increasing number of professionals and organizations, across all industry types and sizes, are embracing the importance of getting more value from their data and doing more with it, for both internal and external benefit.

In this course, we will revise, reflect, and refine your skill and understanding about the challenges of working with data, both analysis and visualization, through practical exercises and real-world examples.

The course will be useful for those of you who want to improve data analytical skills using financial information and communicate more effectively in the field of finance. We will examine practical cases from the world of financial analysis, but your expanded knowledge and learning will help you reinforce your message outside this field.

2. Course objectives

The objective of this course is expand your knowledge and reinforce your learning about working with data by using different resources.

We will revise, reflect, and refine your skill and understanding about the challenges of working with data through practical exercises.

We will challenge your existing approaches to creating and consuming visualizations, examine effective or ineffective visualization, and encourage you to have a more structured approach to data visualization.

The course will increase your awareness of the possible approaches to visualizing data and hopefully help you become an informed user of data visualizations available in social media, press reports, etc. and often

Content

#	Topic
1	Introduction to data visualization in financial statement analysis.
2	Discuss the new trends in data visualization. Practice financial analysis (ratio analysis) and data visualization.
3	Reorganization. Financial analysis in decision-making - revisions in corporate decisions and their effect on financial indicators. Data visualization of KPIs
4	Python resources in financial analysis

Assessment

Tool	Assessment tool	Category	Weight %
Other	Class activities	Retake and ordinary round	30.00%
Group project	Group Project	Retake and ordinary round	70.00%

PROGRAMS

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBA20 Year 3 (Optative)
BBA20 Year 4 (Optative)

BBE20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBE20 Year 3 (Optative)
BBE20 Year 4 (Optative)

BITLASI22-Bachelor in Transformational Leadership and Social Impact (Undergraduates: Business)
BITLASI22 Year 4 (Optative)

ECOL21-European Common Online Learning (Undergraduates: Business)
ECOL21 Year 1 (Optative)

Fundamentals of Sustainability and Circular Economy in a Holistic Context

UGRA_014752

Departments	Department of Society, Politics and Sustainability
Teaching Languages	English
ECTS	5
Teacher responsible	Lozano Winterhalder Francisco - francesc.lozano@esade.edu

Course Goals

COURSE LEARNING OBJECTIVES

- To understand the roots of the worldwide environmental crisis and its consequences.
- To be aware of the solutions.
- To clarify that acting at all levels (companies, public sector, private life) we need responsibility and opportunity at the same time.
- To know what a sustainable business is, analyzing real cases.
- To discover how to become an innovator and sustainable entrepreneur.
- To know the worst problem, we are facing nowadays all over the world: Climate Change (What is this?. reasons, actions facing the problem, companies, energy, and Climate Change).
- To be familiar with the best tool we have to solve our planetary crisis, the Circular Economy.
- To have knowledge of how to transform a company into circular (circular models), including case study
- To see a big panorama of sustainability including global factors, social and ethical aspects, including the fundamentals for the new future leaders.

Previous knowledge

None in particular.

Prerequisites

None in particular.

Bibliography

, BIBLIOGRAPHY The bibliography and references will be presented at each session.

Activities

Online training activities

METHODOLOGY

- Lectures given by the teacher. These are illustrated with an important amount of audiovisual support material. In a word: master classes online (explanation of the basic theme).
- Workshops.

Content

#	Topic
1	1. SUSTAINABILITY AS RESPONSIBILITY AND OPPORTUNITY 1.1. Is there an environmental crisis? 1.2. Environmental risk - BP case discussions - Nature is our mother but also our killer - Natural risk and consequences. 1.3. Why do we have a crisis? 1.4. The ecological footprint - Biodiversity and planet balance - Why is there important biodiversity? Health, food, biotechnology... - Ecosystems and business (externalities) 1.5. Are there any solutions for our environmental crisis? - The role of technology - The case Ford – Sustainable. .
2	2. SAVING ENERGY 2.1. Climate Change - Six Degrees, a National Geographic Report – Carbon Footprint - Climate vs. weather - The Greenhouse Effect - Reasons of our global warming and Climate Change - Consequences - Two key actions. 2.2. What kind of energy do we need? - Renewable and not renewable sources of energy - Strategies in front the energy challenges - The concept of negawatts - Global Energy Trends report. 2.3. How do companies deal with Cimate Change and the energy problem?
3	3. REDUCING IMPACTS 3.1. The strategy of the three “r”: reducing, reusing, recycling 3.2. Workshop: from linear to circular - What is Circular Economy? – Towards a zero-waste world (Imitating nature) 3.3. The Circular Economy Action Plan (UE) – Circular models and successful cases
4	4. CONSIDERING VALUES AND WORLDWIDE FACTORS 4.1. Global aspects: “The Story of Stuff” (activity in groups) 4.2. Social perspective - Creating Shared Value (M. Porter) - M. Porter in New York (short video) - Example - Work in groups. 4.3. Values - Deep roots of our environmental crisis - From a biological evolution to an ethical one - Towards a holistically sustainable development.
5	Final Work Presentation

Assessment

Tool	Assessment tool	Category	Weight %
Group project	Home/class work presentation and/or delivery	Retake and ordinary round	40.00%
Final individual project	Final Work Presentations in groups	Retake and ordinary round	30.00%
Attendance and punctuality	Attendance (80% minimum)	Retake and ordinary round	30.00%

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BBE20-Bachelor of Business Administration (BBA) (Undergraduates: Business)

BBE20 Year 3 (Optative)

BBE20 Year 4 (Optative)

BITLASI22-Bachelor in Transformational Leadership and Social Impact (Undergraduates: Business)

BITLASI22 Year 4 (Optative)

ECOL21-European Common Online Learning (Undergraduates: Business)

ECOL21 Year 1 (Optative)

Non-Market Strategy I

UGRA_015155

Departments	Department of Strategy & General Management
Teaching Languages	English
ECTS	4
Teacher responsible	Ysa Figueras Tamyko - tamyko.ysa@esade.edu

Course Goals

Mastering markets is no longer sufficient. Businesses operate in both market and non-market environments. Successful corporate strategy aligns the firm's capabilities with the demands of both environments.

Multinational companies are increasingly affected by government policy, changing regulations, activist pressure, and media scrutiny—globally and often instantaneously.

Non-market strategy involves pursuing strategic goals through political and social leverage, managing interactions with government, regulators, civil society, and the media.

Non-market strategy helps groups gain soft power and influence, using them to their competitive advantage. It is developed with respect to government, the press, and influential groups.

Through non-market strategies, groups can reshape the rules of the game via laws and regulations. Strategies may also be driven by social pressure, media, and education.

Linked to lobbying, non-market strategies are more global and long-term focused. Managing non-market strategies requires firms to consider their reputation, values, and social impact.

"The biggest single change in management during my career has been the increase in time managers spend dealing with government." —Edmund T. Pratt, Jr., Chairman and CEO of Pfizer Inc.

Prerequisites

You cannot take this course (4 ECTS) and Non-Market Strategy Relations (2 ECTS) simultaneously. You must choose only one.

Teaching methodology

The course will primarily consist of case-based discussions, with minimal lecturing. This is a discussion-based course, and active participation is encouraged. Sharing your experiences will enrich all participants and make the sessions more dynamic.

Description

Course contribution to program

This course explores the relationship between business and its stakeholders—including government, social movements, NGOs, and activists—around the world. The goal is to prepare you to develop and implement non-market strategies, providing a managerial framework for effective non-market management. The course will primarily consist of case-based discussions, and lecture will be kept to a minimum.

Short description

Non-Market Strategy I is an essential elective for business administration students at top business schools. This 4 ECTS course dives deep into the intricate relationships between businesses and their global stakeholders—including governments, NGOs, social movements, and activists. With a focus on developing and implementing effective non-market strategies, the course offers a robust managerial

framework through dynamic case-based discussions.

In today's rapidly evolving environment, mastering market dynamics alone is insufficient. This course prepares future leaders to navigate and leverage the non-market landscape, addressing the challenges posed by government policies, regulatory changes, activist pressures, boycotts, and media scrutiny. Students will learn to use political and social leverage to achieve strategic goals, gain soft power, and influence, thereby enhancing their competitive edge. The course covers a variety of non-market strategies and tactics, emphasizing the importance of reputation, values, and social impact. Engage in lively discussions, share experiences, and apply theoretical knowledge to real-world cases, making this course an invaluable addition to your academic journey and professional toolkit.

Bibliography

, Packet of cases and readings (available through ecampus). (Document)
David P. Baron, Business and Its Environment, Pearson (Book)

Assessment

Tool	Assessment tool	Category	Weight %
Other	Case write-ups	Retake and ordinary round	30.00%
Peer evaluation	Peer evaluation	Retake and ordinary round	5.00%
In-class analysis and discussion of issues	Class participation and quizzes	Retake and ordinary round	25.00%
Final individual project	Final project/case	Retake and ordinary round	40.00%
Attendance and punctuality	Given the case-based nature of the course, attendance is required, and active participation is critical	Retake and ordinary round	

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BBA20 Year 4 (Optative)

BBE20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBE20 Year 4 (Optative)
BBE20 Year 3 (Optative)

ECOL21-European Common Online Learning (Undergraduates: Business)
ECOL21 Year 1 (Optative)

GBD15-Double Degree in Business Administration and Law (Undergraduates: Law)
GBD15 Year 4 (Optative)
GBD15 Year 5 (Optative)

GEL19-Bachelor of Global Governance, Economics and Legal Order (Undergraduates: Law)
GEL19 Year 4 (Optative)
GEL19 Year 2 (Optative)

0431 Marketing for Emerging Markets – Syllabus Winter Semester 2024



Instructors

Sandra Awanis

Contact details

s.awanis@lancaster.ac.uk

Dates

tba

tba

tba

Online Unit

Contents

This course is designed to provide students with an in-depth understanding and appreciation for the emerging markets and its consumers. The module delivers research-led, contemporary discussions on how emerging markets become the biggest drivers of the changing global economic reality under which multinational corporations now operate. The module will also provide opportunities for detailed investigations on selected emerging market regions, including Southeast Asia, the Middle East, South Americas and Eastern Europe.

Learning outcomes

On completion of the module, students are expected to:

- Identify the various characteristics of emerging markets and how they may differ from the developed markets counterparts
- Understand the challenges and opportunities that marketers face when they operate in emerging markets, and assess the potentials of emerging markets for market entry
- Critically evaluate the applicability of international marketing theories within the context of emerging markets
- Formulate viable strategic marketing plans for firms that are both operating and seeking to operate within the emerging markets' business environment
- Develop advanced skills in oral communication through class participations and group presentation; and further critical skills through individual research and reflective exercises

Attendance requirements

Please note that the first and last session are mandatory. If you do not attend the first session, you will be de-registered from the course. In order to obtain a grade for the course, students must attend at least 80% of the course. An absence of 4 hours (1 session) is permitted.

Teaching/learning method(s)

This course will be imparted through:

- Interactive lectures will focus mainly on theory. However, a strong emphasis is placed on student research and participation in class discussions.
- Case studies (text and video formats) will encourage students to apply theory to real-life situations faced by firms operating in emerging markets. -

Assessment



• Individual class attendance and participation (20%)

Students will be assigned a set of questions to answer in relation to the case studies and daily essential readings. This makes class discussion more substantial and enables students to obtain marks for class participation. Students must prepare ahead of class to ensure higher performance.

• Group presentation (30%)

Students will be working in groups (4-5 persons in each group) to present a marketing plan to launch an Austrian product in China. Products may include one of the following:

- Manner Wafers
- Swarovski
- Julius Meinl Coffee
- Vienna Philharmonica

There are a number of key points you must pay attention to as you prepare your presentations:

1. The presentations will last 25 minutes, with an additional 10 minutes dedicated to questions and discussion around the topic. The presenting team will be assessed on the basis of their presentation and the quality of their responses to questions.
2. The format of the assessed presentation is entirely up to you but must be interactive – be as creative as you like, but you must ensure you cover the main theoretical material and demonstrate its application/use in marketing practice in emerging markets. You could also show videos or introduce other relevant activities. Use your imagination to bring your topic to life in a thoughtful way. You will be assessed on this aspect of the presentation.
3. All presentations must be using Microsoft Powerpoint only, and you must submit your slides to your tutor before your presentation.
4. Free riders will not be tolerated. A formal peer evaluation process will be introduced in cases where there an individual fails to display collaborative competence to achieve group objectives

Individual essay (50%)

Students are required to produce a 2000-words individual essay on the following:

'Superior marketing in emerging market is all about tapping into the most affluent tier of customers in emerging-market-cities such as Delhi, Shanghai, Rio de Janerio and Moscow.'

Critically discuss this statement in the light of relevant academic literatures and your own reflections of the group presentation.

Key points to note in relation to the essay:

1. Information as to when the essay is due will be announced in due course. Please submit your Microsoft Word document to s.awanis@lancaster.ac.uk and imm@wu.ac.at
2. In order to answer the question fully, you must provide a discussion using the academic literature. You are expected to build on your presentation work, but to also find additional material, e.g., news report, statistical information from databases.
3. You are expected to integrate both academic and non-academic sources where appropriate.
4. The word limit is 2000 words. There will be penalties for essays exceeding this word limit.
5. Essays must conform to the following format: Times New Roman Font; 12 point font; double spaced; Margins 2.5 cm; page number at the bottom; no other headers or footers.
6. No extensions will be allowed for the submission of coursework except in the case of certified illness or another substantial cause.

Total 100%

Recommended Readings:



Nirmalya K. & Steenkamp, J-B., (2013) Brand Breakout: How Emerging Market Brands Will Go Global.

Tarun Khanna and Krishna G. Palepy (2010) Winning in Emerging Markets: A Road Map for Strategy and Execution.

Cavusgil, S. T., Ghauri, P. and Akcal, A. (2013) Doing Business in Emerging Markets.

Dawar, N. and Chattopadhyay, A., (2002) Rethinking Marketing Programs for Emerging Markets, Long Range Planning, 35(5) 457-474.

London, T. and Hart, S.T., (2004) Reinventing Strategies for Emerging Markets: Beyond the Transnational Model, Journal of International Business Studies, 35(5) 35-370.

Sheth, J., (2011) Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices, Journal of Marketing, 75(4), 166-182.

Databases

Global Insight (Euromonitor International) – www.euromonitor.com

Global Edge (Michigan State University) – www.globaledge.msu.edu

The cases for this course will be available to buy at the IMM Institute prior to course begin, you will be notified by e-mail beforehand. Please read them before the course starts!

5537 International Supply Chain Management – Syllabus Summer Semester 2025



Instructors

Hans-Joachim Schramm

Dates

Day	Date	Time	Room
tba	tba	tba	Online
tba	tba	tba	Online
tba	tba	tba	Online
tba	tba	tba	Online
tba	tba	tba	Online

Contents

The course held in six sessions structured as follows:

1. From Logistics to Supply Chain Management
2. Bull Whip Effect, Inventory Management and SCOR Model
3. Supply Chain Strategy and Network Design
4. Globalization and Integration of World Trade Today
5. Assessing and Managing the Environment of Global Supply Chains
6. Presentation of Group Works and In-class Case Study

Order of sessions enlisted above may change subject to availability of lecturers.

Learning outcomes

At the end of this course, students should

- have acquired an understanding about the topics of international logistics and supply chain management, and how they impact business strategy and operations.
- have an in-depth knowledge of key concepts of supply chain management and their practical implementation.
- have the skills and competence to analyze and evaluate how globalization and integration of world trade today impacts international logistics as well as to identify and discuss recent developments therein.

Assessment

Assessment of the performance of the students takes place through

- Remote Take Home Exam (60%) in form of an integrated case study along with specific questions.
- Group assignment with Management Summary (20%) and a pre-recorded Presentation in class (20%).
- Grading is based on completeness and quality of content.

Grading scale is as follows:

Excellent (1): 90.0% - 100.0%
 Good (2): 75.0% - <90.0%

Version 10.10.2024, subject to change

Satisfactory (3): 62.5% - <75.0%
Sufficient (4): 50.0% - <62.5%
Fail (5): <50.0%

Prerequisite for passing the course is a minimum performance of 60% in the Remote Take Home Exam.

Attendance requirements

Attendance of minimum 80% (or 5/6 sessions) is mandatory for this course.

Teaching / learning methods

As this course is also offered in the framework of engage.EU, teaching will be in synchronous hybrid mode: a mixture of class room teaching and remote online sessions (via ZOOM) in parallel.

0276 International Supply Chain Operations – Syllabus Winter Semester 2024



Instructors

Dipl.-Vw.Dr. Hans-Joachim Schramm

Contact details

hschramm@wu.ac.at

Dates

tba

Hybrid, for ECOL
students: online

Contents

This elective course is about managing supply chains outlining operational aspects of transportation, logistics and supply chain management on a global level. A focus will be placed on the trade environment, export/import regulations, customs management, and trade facilitation. Furthermore, an introduction into trade management, including contracting issues, documentary paperwork, Incoterms® as well as means and modes of payment including the impact of digitization and digitalization is provided. Moreover, an insight into the highly relevant subjects of risk, security, and compliance management is given. The course will finish with the topic of transport management that includes organization of international good movements and multimodal transport operations. The course is held in six sessions structured as follows:

- Trade Environment: Legal framework of trade and export/import regulations
- Customs Management: Customs practices and trade facilitation
- Risk, Security, and Compliance Management
- Trade Management: Contracting issues, trade terms (esp. Incoterms 2020) and terms of payment
- Transport Management: Organization of international good movements
- Wrap-up: Process Models and Transport Management Issues
- This sequence of sessions may change due to availability of lecturers.

Learning outcomes

At the end of this course, students should have knowledge in actual trade practice, including contracting, customs procedures and documentary paperwork, means and modes of payment, transport management as well as risk, security, and compliance management issues. This enables them to plan successfully shipping and handling for international goods movements in concordance with the present European Union legal environment and critically evaluate supply chain risk, security and compliance management issues therein.

Attendance requirements

Attendance of minimum 80% (or 5/6 sessions) is mandatory. This is also valid when we switch to online live mode.

Teaching/learning method(s)

Teaching will be in synchronous hybrid mode: a mixture of class room teaching and remote online sessions (via ZOOM) in parallel. Only if absolutely necessary this class would switch to full distance mode. Even in the remote format, the sessions will take place within the announced time slots.



Assessment

Assessment of the performance of the students takes place through

- Remote Take Home Exam (60%)
- Midterm exam in form of single choice questions (20%)
- Individual Assignment as home work (20%)

Grading scale is as follows:

Excellent (1):	90.0% - 100.0%
Good (2):	75.0% - <90.0%
Satisfactory (3):	62.5% - <75.0%
Sufficient (4):	50.0% - <62.5%
Fail (5):	<50.0%

Prerequisite for passing the course: minimum performance of 60% in the Remote Take Home Exam.

Readings

David Pierre A. (2021): International logistics: the management of international trade operations.

2352 Strategic Leadership– Syllabus Winter Semester 2024



Instructors

Barbara Schachermayr-Sporn, Ana Godonoga

Dates

Day	Date	Time	Room
tba	tba	tba	Online
tba	tba	tba	Online
tba	tba	tba	Online
tba	tba	tba	Online
tba	tba	tba	Online

Contents

Building on the content of “Strategic Management and Strategic Leadership”, the “Strategic Leadership” course starts with a brief introduction to the fundamental theories and concepts of Strategy and Leadership. The course, however, focuses more in-depth on concepts and theories of strategic leadership. In this regard, key aspects, including the essence and scope of strategic leadership, the role, characteristics and experience of executives and their relationship to organizational outcomes are discussed. The course also presents different approaches to business-level and global strategies and reflects on their implications for strategic leaders.

Learning outcomes

Students who have passed this course successfully are able to:

- explain the role of strategy, strategic management and strategic leadership in an organization;
- distinguish between different types of leadership;
- understand the influence of situations on leader behavior;
- understand how cultural contexts influence leader behavior;
- recognize the importance of leadership training and development in organizations;
- describe the two generic business strategies, understand their differences and their implications for strategic leaders;
- assess the drivers that shape global strategies and their implications for strategic leaders.

In addition, students will hone their communication and presentation skills through interactive group assignments. By the end of the course, students will be able to systematically apply concepts and theories of strategic leadership through in-depth analysis of case studies. By working hands-on on real case scenarios, students will be able to understand the application of theory to practice.

Assessment

- Take-home exam: 20 points
- Learning diary and peer grading: 10 points
- Group assignments: 30 points
- Final exam: 40 points

Excellent (1)	90% - 100%
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Good (2)	80% - 89%
Satisfactory (3)	70% - 79%
Sufficient (4)	60% - 69%
Fail (5)	<60%

Attendance requirements

Attendance in all sessions is mandatory. Unexcused absence results in failing the class. The last two-hour session in the schedule is reserved for the final exam. All students must attend the first class on time!

Teaching / learning methods

The course involves a variety of teaching methods including lectures, in-class discussions, case studies, reading assignments, group assignments and oral presentations. This pedagogical approach aims to enhance students' learning and knowledge of the subject, as well their presentation, expression and teamwork skills, which are highly relevant in the labor market. The content and structure of the course are based on the textbooks "Strategic Management", by Frank T. Rothaermel, and "Leadership in Organizations", by Gary Yukl and William L. Gardner III. These textbooks cover fundamental aspects of modern strategic management and strategic leadership. They are available at the WU library.

Recommended previous knowledge and skills

One assessment component of this course is a take-home case application which draws on the material taught in Strategic Management and Strategic Leadership. Students are therefore strongly advised to familiarise themselves with the fundamentals of strategic management and strategic leadership (definition and types of strategies, external analysis of industry structure, internal analysis of a firm's core competencies, competitive advantage and firm performance, and definitions of leadership). Please refer to Chapters 1-5 (Rothärmel, Frank T. (2021). Strategic management, 5th ed.) and Chapters 1-2 (Yukl, Gary A./Gardner, William L. (2020). Leadership in organizations, 9th ed.) for an overview of fundamentals of strategic management and strategic leadership.

Readings

Please log in with your WU account to use all functionalities of read!t. For off-campus access to our licensed electronic resources, remember to activate your [VPN connection](#). In case you encounter any technical problems or have questions regarding read!t, please feel free to contact the library at readinglists@wu.ac.at.