

MSc.

Strategic and International Management

Course Syllabus

Fall 2025

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Course description

Management faces challenges of increased competition, digitization, and (anti-) globalization forces, to name just a few. The course 'Strategic and International Management' discusses such management challenges and how to cope with them. In particular, this course provides knowledge on fundamentals of management, stakeholder management, strategic decision making and performance management, as well as the formulation and implementation of strategies. The international dimension of management will play an important role throughout the course.

Learning objectives, methods, and rules

The course has three learning objectives:

- to provide students with knowledge on strategic and international management theories, models, and practices
- to apply this knowledge in discussing cases out of today's management landscape
- to reflect on theories, models, and management practices

The course 'Strategic and International Management' contains a lecture part, complemented by so-called online feedback sessions (which serve as an additional opportunity to clarify open questions in a peer-to-peer format (students answering questions by other students), moderated by doctoral research associates of the chair.

Audio/video recording

Any audio/video recording is strictly forbidden. Every participant is explicitly required to respect the personality rights of both lecturers and students.

At the end of the module, an exam will take place. It will be a closed-book examination containing multiple single-choice questions.

Course content & literature

Chapter 1: Foundations of management

Literature: Drucker, P.M. (1954). *The practice of management*. New York: Harper. Chapter 1-3.

Peng, M., Meyer, K. (2019). *International Business (3rd Edition)*. Andover, Hampshire: Cengage Learning. Chapter 1.

Chapter 2: Stakeholders, objectives, and governance

Literature: Cyert, R.M., March, J.G. (1963). *A Behavioral Theory of the Firm*. Englewood Cliffs: Prentice-Hall. Chapter 3.

Freeman, R.E. (2010). *Strategic Management: A Stakeholder Approach*. Cambridge: Cambridge University Press. Chapter 1.

Chapter 3: Strategic decision making and performance

Literature: Noorderhaven, N. (1995). *Strategic decision making*. Wokingham: Addison-Wesley. Chapter 7.

Van Horne, J.C., Wachowicz, J.M. (2008). *Fundamentals of Financial Management*. Edinburgh Gate: Pearson Education Limited. Chapter 1, 6, 15.

Chapter 4: Strategy analysis

Literature: Porter, M.E. (1996). What is Strategy? *Harvard Business Review*, 74(6), 61-78.

Rothaermel, F.T. (2024). *Strategic Management (6th Edition)*. New York: McGraw Hill. Chapter 1.

Chapter 5: Competitive strategies

Literature: Hambrick, D.C., Fredrickson, J.W. (2005). Are you sure you have a strategy? *Academy of Management Executive*, 19(4), 51-62.

Hutzschenreuter, T., Lämmermann, Tim. (2025). What is your AI Strategy? Systematically Integrating Self-learning Technologies into your Business Strategy. *Academy of Management Perspectives*, In-Press.

Peng, M., Meyer, K. (2019). *International Business (3rd Edition)*. Andover, Hampshire: Cengage Learning. Chapter 12.

Chapter 6: Strategy implementation

Literature: Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regnér, P. (2017). *Exploring Strategy. Text and Cases*. Harlow: Pearson. Chapter 14.

Further recommended readings for self-study (not mandatory, just for those who are interested in studying additional literature)

Grant, R.M. (2019). *Contemporary strategy analysis*. Hoboken, NJ: Wiley.

Hitt, M.A., Ireland, R.D., Hoskisson, R.E. (2019). *Strategic Management: Competitiveness & Globalization: Concepts and Cases (13th Edition)*. Boston, Massachusetts: Cengage Learning.

Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regnér, P. (2017). *Exploring Strategy. Text and Cases*. Harlow: Pearson.

Peng, M., Meyer, K. (2019). *International Business*. Andover: Cengage Learning.

Course schedule

Lectures take place on the following Mondays in room 0507.03.750 (Karl Max von Bauernfeind Hörsaal)

Oct 13, 2025 08.00-11.15

Oct 20, 2025 08.00-11.15

Oct 27, 2025 08.00-11.15

Nov 10, 2025 08.00-11.15

Nov 17, 2025 08.00-11.15

Nov 24, 2025 08.00-11.15

Online feedback sessions take place via Zoom (see Moodle) on

Oct 22, 2025 08.00-09.30

Nov 19, 2025 08.00-11.15