

# Strategic Management

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## Area Strategic Management



<https://www.wiwi.uni-hannover.de/de/studium/studienangebot-der-fakultaet/msc-wirtschaftswissenschaft/areas/sm>

# What is Strategic Management and why does it matter?



## Strategic Management:

- Why do organizations vary in their performance, growth and adaptability?
- Which strategies are more or less effective and how to implement them?
- ...



# Our Team – The „Faces“ of Strategic Management



**Prof. Dr. Johann Nils Foege**  
Institut für Interdisziplinäre  
Arbeitswissenschaft  
(*Interdisciplinary Industrial Science*)

➤ *Innovation Management*



**Prof. Dr. Gianfranco Walsh**  
Institut für Marketing und Management  
(*Marketing and Management*)



**Prof. Dr. Axel Haunschild,**  
Institut für Interdisziplinäre  
Arbeitswissenschaft  
(*Interdisciplinary Industrial Science*)

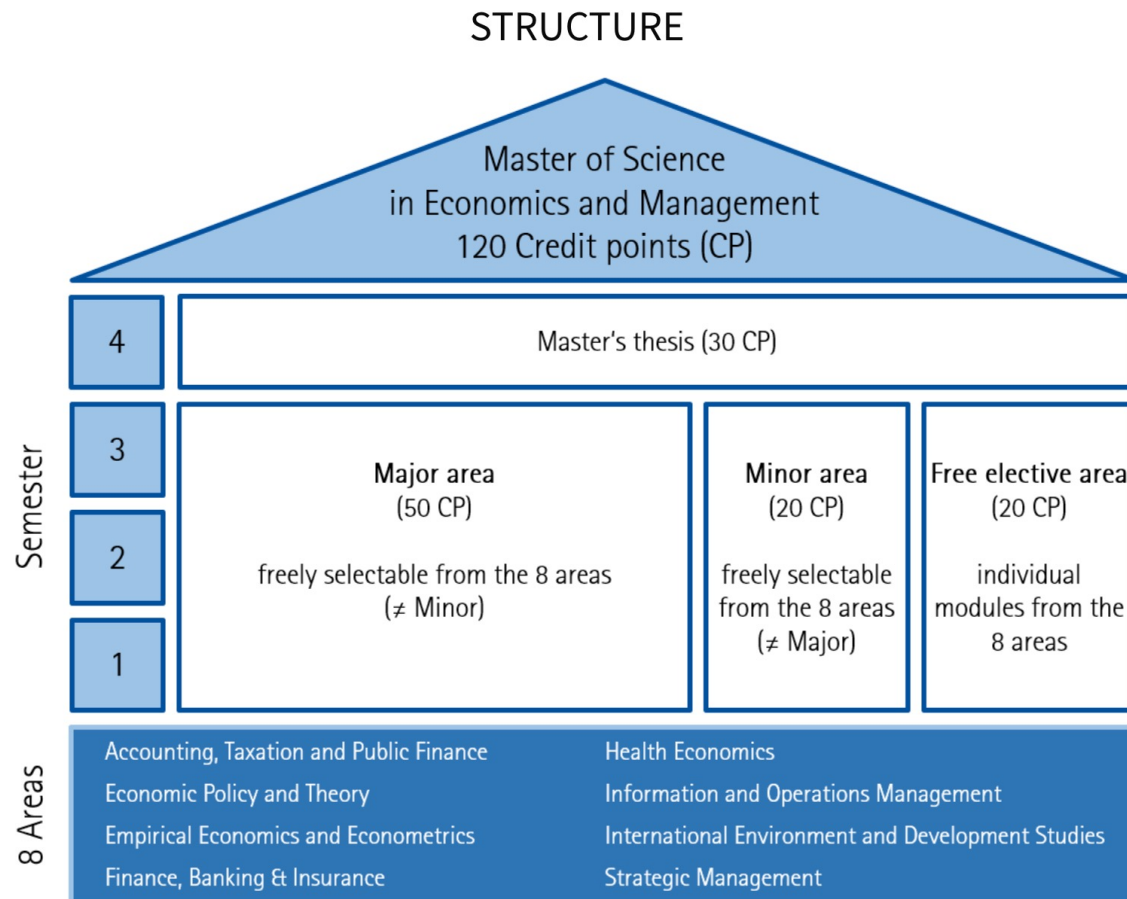


**Prof. Dr. C. Weber**  
Institut für Strategische Unternehmensführung  
und Organisation  
(*Strategic Management and Organisation*)



**Prof. Dr. Erk P. Piening**  
**Area Speaker**  
Institut für Personal und  
Organizational Behavior  
(*Human Resource Management and  
Organizational Behavior*)

# Structure of the Master Program



## Strategic Management Major:

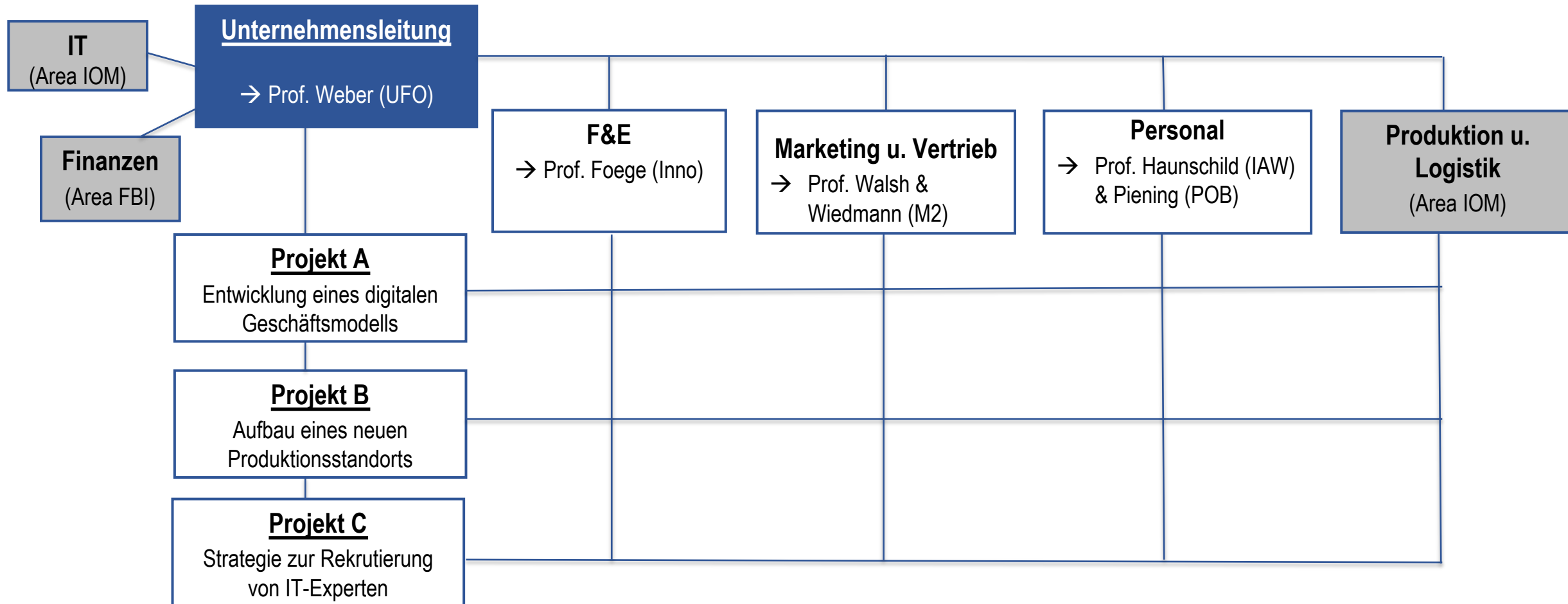
- 2 x Mandatory courses (10 ETCS):  
Qualitative Management Research 1 or 2;  
Quantitative Management Methods 1 or 2  
→ Both courses provide methodological knowledge that is essential for conducting an empirical master thesis
  - 6 x Elective courses in the area Strategic Management (30 ECTS)
  - 2 x Seminar theses (10 ETCS)
  - 1 x Master's thesis
- Master can be (entirely) studied in German or English

How to combine?

How to prepare for the Master thesis?

Regulations: [https://www.uni-hannover.de/fileadmin/luh/studium/ordnungen/stpo/f\\_wiwi\\_mpo2018.pdf](https://www.uni-hannover.de/fileadmin/luh/studium/ordnungen/stpo/f_wiwi_mpo2018.pdf)

# Strategic Management Area



# Our Philosophy

We seek to generate and disseminate strategic management knowledge that is based on theoretically grounded and methodologically rigorous research

## Theory matters because...

“Experience by itself teaches nothing....Without theory, experience has no meaning. Without theory, one has no questions to ask. Hence, without theory, there is no learning”(Deming 1994, p. 106).

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## Methodology matters because it affects...

- What we see
- How we see it
- What we do not see
- ...

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Practical  
Relevance



# Our Teaching Goals

## 1) Providing students with in-depth knowledge on...

- Global markets and their actors
- Strategy generation and implementation
- Organizational functioning and effectiveness
- Organizational renewal, innovation and learning
- ...

The Major Strategic Management is designed for students who are looking for challenging and demanding leadership roles in multinational corporations, consulting firms, banks, international agencies, foundations, unions, not-for-profit organizations, government organizations, or higher education and research.

## 2) Enabling students to analyze practical problems and identify context-specific solutions

## 3) Preparing students to work scientifically/conduct their own research projects

Theoretical and  
methodological knowledge

## 4) Improving their social skills through interactive teaching and group work

# Our Courses – HRM & OB (Piening)

## Specific focus within the area:

- Micro-perspective on strategic management issues: The role of actors, workplace interactions, and HR practices
- Special emphasis on non-profit and public organizations

**Why particularly interesting:** Blurring work environments (e.g., new forms of organizing, remote work), demographic effects (diversity, “war for talents”), technological developments (e.g., HR analytics, gamification), and changing employee expectations

## Courses:

- 1) Methods: Wissenschaftliches Arbeiten und Publizieren
- 2) Seminars: E-HRM, Non-Profit and Public Management, Teammanagement
- 3) Electives: e.g., Strategisches Human Resource Management, Strategisches Nonprofit und Public Management, Theorien der Organisations- und Personalforschung, Praxisprojekte....





# Our Courses – Interdisciplinary Industrial Science (Haunschild/Foege)

## Specific focus within the area:

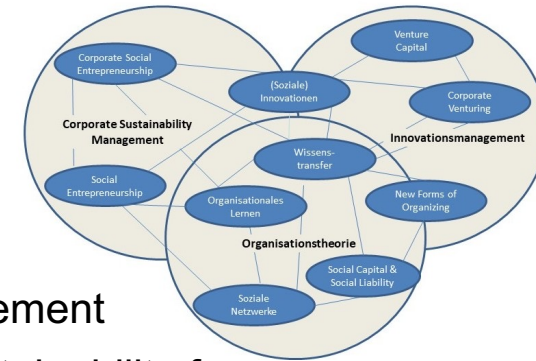
- Meso & Micro-perspective on strategic management issues: Changing forms of work and organization; employee wellbeing and social sustainability; firm-, group-, and individual-level capabilities for innovation
- Special emphasis on decent working conditions as well as collaboration and knowledge exchange

**Why particularly interesting:** Debates on New Work, Mental Stress at Work, Digital Transformation (e.g. Business Model Innovation, Crowdsourcing, Crowdfunding, Work), Technology and Innovation Management (e.g. Additive Manufacturing/3D-Printing, Artificial Intelligence, Avatar Economy), Entrepreneurship (e.g. Corporate Entrepreneurship / Intrapreneurship, New Ventures, Startups)

## Courses:

- 1) Methods: Forschungskolloquium: Innovation & Entrepreneurship
- 2) Seminars: Work and Employment Studies (Varieties of Work, Employment and Organization), Innovation & Entrepreneurship I & II
- 3) Electives: Arbeit und Organisation, Arbeit und Gesundheit, Innovation Management III, Principles of Entrepreneurship

# Our Courses – Strategic Man. and Organisation (Weber)



## Specific focus within the area:

- Central topics: Inter-organizational relations, innovation management and sustainability management
- Understanding the dynamics of alliances and networks at the intersection of innovation and sustainability from an organization theory perspective
- Special emphasis on social innovation and social value creation

**Why particularly interesting:** Increased relevance of *strategic alliances* and *networks* (e.g. sustainability alliances, cross-sector partnerships), *new forms of organizing* (e.g., crowds, communities, open innovation) in specific contexts (e.g. extreme poverty)  
State of the art methodology (e.g., Qualitative research, QCA, social network analyses)

## Courses:

- 1) Methods: Qualitative Management Research 2, Kolloquium Wissenschaftliches Arbeiten & Schreiben
- 2) Seminars: Masterseminar Organisation I & II, Masterseminar Strategische Unternehmensführung I & II
- 3) Electives: e.g., Strategisches Management, Innovationsmanagement I & II, Leadership, Organizational Behavior, Corporate Sustainability Management, Management of Inter-Organizational Relations, ....

# Our Courses – Marketing and Management (Walsh)

## Specific focus within the area:

- Introducing a comprehensive marketing management approach for corporate leadership, including the areas of strategic and society-oriented marketing, corporate identity, reputation and brand management, customer management as well as their application in specific industries (including non-profit sectors)
- Analyzing possibilities as well as the barriers of implementing approaches, tools and instruments for marketing management and business relations (business negotiations, customer persuasion, etc.)

**Why particularly interesting:** Strategic Marketing, Consumer Behavior, Reputation Management...

## Courses:

- 1) Methods: Quantitative Management Methods 1 and 2 (multivariate statistics, path modeling, implicit vs. explicit measurement)
- 2) Seminars: Strategische Marketingkonzepte, Marktforschungsseminar, ...
- 3) Electives: e.g., Erweitertes Marketing Management, Non-Profit-Marketing ....

# If you are still not convinced...



# Any Questions?

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