

M2: Strategic Management in Financial Services

General Information		
Module Code	W.MSCBF_SMFS01.25	
Programme	Master of Science in Banking and Finance	
Type of Module	Core module in focus programme	
Level of Module	Intermediate	
ECTS Credits / Workload	5 ECTS Credits (150 hours)	
Module Dependencies		
Pre-requisites	<p>Students have a Bachelor's degree in Business Administration with a concentration in Banking and Finance. Specifically, they have the following prior knowledge:</p> <ul style="list-style-type: none">- Basic understanding of the interactions between the environment, the market and financial services companies- Concept of the St. Gallen management model- Basic knowledge of business models and business processes- Knowledge of the basics of marketing as well as the 4P principle- Students are also able to write a simple marketing plan- Know the importance of customer relationship management (CRM) in banking	
Follow-up modules	<p>Modul 3: Risk Management</p> <p>Modul 4: Trends and Innovations in Banking</p>	
Module Aims		
<p>Graduates of the MSc Banking and Finance should be qualified for the strategic management of financial services companies. To this end, they will deal in depth with business models, with the initiation of strategy finding processes, with positioning strategies and with digital customer management in this module.</p>		
Learning Outcome 1		
<p>People in leading positions of financial services firms have to recognize changes in the economic, legal, social, technological and political environment in good time in order to be able to review and redefine their strategies. In this module, students deal with the strategic management of financial services companies.</p>		
	Importance	Relevant NQF-Descriptors
Subject knowledge and skills: Students will be able to i) develop strategic initiatives or corporate strategies; ii) differentiate between strategic business areas and strategic business units and define them in specific cases; iii) identify the opportunities and threats for specific business areas of financial services companies based on the results of an environmental analysis and propose appropriate strategic thrusts.	high	knowledge; application; judgement
Methodology: Students will be able to i) define the relevant environment of a bank and conduct a sound and systematic environmental analysis; ii) develop practical strategic concepts for financial services and prepare decisions; iii) analyze the competitive situation in the financial industry and in individual submarkets	medium	application; judgement
Content Outline		

Success Factors and Business Models in Banking: Two half-days (8 lessons)

Prof. Dr. Andreas Dietrich

The first session explores and discusses key success factors and trends relevant to the banking industry. Topics include banks' cost structures and pricing strategies, the growing importance of ecosystems, and evolving distribution models in the banking sector.

The second session explores various business models in banking. It introduces the theoretical foundations of business models and different value creation approaches (value chain, value store, value network). These concepts are discussed and illustrated with examples from the financial industry. The session also examines different revenue models and the key trend of digitalization and its potential impact on jobs in the banking sector.

Bank IT and Processes: Two half-days (8 lessons)

Dr. Thomas A. Fischer

- Developing and Aligning IT Strategy
- Digital Transformation in Financial Services
- IT Organization & Sourcing
- IT Governance, Compliance and Risk Management
- Managing Innovation: Emerging Technologies in Finance

Zurich Field Trip: One day (8 lessons)

Prof. Dr. Andreas Dietrich and Prof. Dr. Simon Amrein

During the one-day field trip, we will visit banks and other financial service providers and discuss current challenges in the Swiss banking sector.

Paper and London Study Week: Two full days in London plus presentations

Prof. Dr. Simon Amrein, Prof. Dr. Florian Schreiber

Students write papers in groups of 3-4 students on subjects related to the module. More for the group assignment and the study week in London will be given in class.

Note: In case of documented uncooperative behaviour of one or several team members, the Head of Programme can subtract a maximum grade of 1.0 from the final grade of the students in a group, leading to individual grades for the project team members.

Teaching and Learning Methods

Contact Hours	lecture; presentations; field trip; case studies
Directed Study	group work

Workload

Contact Hours	54 lessons / 40.5 hours (27%)
Directed Study	24 lessons / 18 hours (12%)
Private Study	91.5 hours (61%)

Assignments and Assessments

Assessment Type	Quantity	Weight	Form	Evaluation Type	Time
Written examination	45 minutes	50%	closed book	grades	during exam weeks
Written group assignment	20 minutes	50%	presentation	grades	during semester