



Die AEG (German Edition)

Philipp Knorr

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Studienarbeit aus dem Jahr 2002 im Fachbereich BWL - Unternehmensführung, Management, Organisation, Note: 2,7, Universität Bayreuth (RW Fakultät), Veranstaltung: Entwicklung und Ursachen von Firmenzusammenbrüchen, Sprache: Deutsch, Abstract: Gerade in letzter Zeit liest und hört man immer wieder von spektakulären Firmenpleiten

oder Beinahe-Insolvenzen und das in den verschiedensten Branchen, sei es die Fluggesellschaft Swissair oder das Kommunikationsunternehmen Mobilcom. Diese Tatsache war Anlass einmal näher die Entscheidungen des Topmanagements zu untersuchen, die zu diesen Krisen oder Insolvenzen geführt haben.

In dieser Arbeit werden die Managementfehler bei der AEG untersucht, die zum Vergleich 1982 geführt haben. Hierbei wird zuerst die Entwicklung des jeweiligen Problems beschrieben und anschließend soll erklärt werden, wie es zu diesen Fehlentscheidungen des Managements kommen konnte. Hierbei sollen vor allem Antworten auf folgende Fragen gefunden werden:

- Wo im Managementsystems der AEG sind die entscheidenden Fehler gemacht worden?
- Wie äußerten sich diese Fehler?
- Warum wurden diese Fehlentscheidungen aus heutiger Sicht getroffen?

Auf dem Weg zur Klärung, wie ein Unternehmen, dass als zu groß zum Sterben galt, zum größten Vergleich nach dem 2. Weltkrieg werden konnte, werden zuerst grundsätzliche Problemfelder innerhalb der AEG näher beleuchtet. Danach werden mit dem Hausgerätebereich und dem Kraftwerksbau die zwei Hauptkrisenherde näher beschrieben und jeweils Erklärungen für ihre Entstehung gegeben. In den Schlussfolgerungen wird dann erst auf die bei Unternehmenskrisen in der Regel vorhandene Multikausalität eingegangen und anschließend werden die eingangs gestellten Fragen, soweit möglich, abschließend beantwortet und ein Fazit gezogen.

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