# MIM S2 01 Strategic Management: Theory and Practice (VL)

## Course Outline Spring Term 2019

### I. Location and Time

<table>
<thead>
<tr>
<th>Semester:</th>
<th>Spring Term 2019</th>
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</thead>
<tbody>
<tr>
<td>Time:</td>
<td>Mondays, 13:30-15:45</td>
</tr>
<tr>
<td>Room:</td>
<td>MAD 126</td>
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</tbody>
</table>

### II. Contents and Objectives

Firm performance is in the core of strategic management. However, there are different ways to measure and conceptualise performance in terms of different perspectives on strategic competitive advantage. The different perspectives on competitive advantage realisation in the strategy literature are in the focus of this strategic management course. Firm performance is affected by the environment in which a company operates as well as by firm internal resources and capabilities. Therefore it is essential to better understand and analyse the corporate environment as well as (bundles of) firm resources. Next to business strategies, corporate strategies are relevant in this context. Increasingly next to firm internal resources, relational resources which span firm boundaries become central. They are also investigated in this course. Strategic management as a discipline can be regarded as the fundament regarding the raised issues. Therefore the intense elaboration and critical discussion of the theoretical fundament is a central aim of this course.

### III. Dates and Contents of Sessions

**Introduction to the Course Strategic Management (March 11):**

- Introduction & overview
- Assignment of impulse presentations
- What is strategy?

**Laying the Fundament for Understanding Competitive Advantage (March 18 – May 06)**

**Fundamentals I: Strategic Orientations**

- Strategic management process
- Fundamental strategic orientations: Shareholder value versus stakeholder value

**Fundamentals II: Industrial Organisation and External Analysis**

- Theoretical Perspective
- Industrial organisation

**Evaluating External Opportunities and Threats:**

Tools for external analysis:

- Analysis of the macro environment
- Industry analysis
- Strategic group analysis


**Impulse presentation 2:** Porter, M.E. and Heppelmann, J. E.: How Smart, Connected Products are Transforming Competition, in: Harvard Business Review, November 2014: 64-88. (Presenter: NN, April 08, 2019)
MIM S2 01 Strategic Management: Theory and Practice (VL)
Course Outline Spring Term 2019


Fundamentals III: Resource- and Capabilities-oriented Perspectives and Internal Analysis
Theoretical Perspective
Resource-based View
Dynamic Capabilities View

Evaluating Firm Strengths and Weaknesses:
Tools for Firm Analysis
• Strengths and Weaknesses
• Value Chain Analysis
• Resource Analysis


ATTENTION:
March 25 – No Session: Due to the kick-off block for the distance learning project at EUF no strategy session is held on 25-03-19.
April 15 – No Session: Due to the mid-semester break no strategy session is held on 15-04-19.
April 22 – No Session: Due to Easter Monday (Public holiday) no strategy session is held on 22-04-19.

Literature:
Further literature: The articles to be discussed in the impulse presentations as listed above!
**Developing Strategy: Resources, Capabilities and Competitive Advantage (May 13 & 20)**

Competitive Strategy  
Corporate Strategy  
  - Vertical integration and the scope of the firm  
  - Diversification strategy  


**Literature:**  

**Further literature:** The articles to be discussed in the impulse presentations as listed above!

**Transcending Firm Boundaries and Inter-organisational Competitive Advantage (May 27 & June 03)**

Theoretical Perspective  
Relational View  

**Evaluating inter-organisational competitive advantage:**
  - Business models and competitive advantage  
  - Value Creation Architectures and Competitive Advantage  
  - Case Examples Automobile Industry, Platform Markets, Old Technologies  


MIM S2 01 Strategic Management: Theory and Practice (VL)
Course Outline Spring Term 2019


Lessons learnt, Conclusions, Feedback Round

ATTENTION:
June 10 – No Session: Due to Whit Monday (Public holiday) no strategy session is held on 10-06-19.

Literature:

Further literature: The articles to be discussed in the impulse presentations as listed above!

IV. Assignment and Credit Points

The module »Strategic Management: Theory and Practice (MIM S2 01)« consists of the lecture »Strategic Management (VL)« and the case study course »Case Studies in Strategy (Ü)« and is part of the specialization Strategy & Organisation of the Master study programme International Management Studies of the University of Flensburg. Students can earn 10 credit points for the module: 5 CP for the lecture and 5 CP for the case study course.

To achieve the 5 CP in the lecture the following activities are expected:

✓ Impulse presentation (15 minutes) + moderation of discussion (15 minutes) for an assigned article from the course, submission of slide presentation prepared for that (70%)
✓ Active participation in sessions where the articles are discussed (30%)

For CMI students:
Prøveform: Undervisningsdeltagelse
Censur: Ingen
Bedømmelse: Bestået/Ikke bestået
Vægtning: forelæsning 5 ECTS ; cases 5 ECTS

V. Contact

For further information please check our website www.uni-flensburg.de/strategie and the Moodle3 group or contact our team. This course will be held by Prof. Dr. Susanne Royer (royer@uni-flensburg.de).