

MIM S2 01 Strategic Management: Theory and Practice (VL) Time Schedule Impulse Presentations Spring Term 2021

I. Location and Time

Semester: Spring Term 2021

Credit Points: 5

Time: Mondays, 13:45-16:00

Room: **Online via WebEx**

WebEx Link: <https://uni-flensburg.webex.com/uni-flensburg-de/j.php?MTID=m9ebfa45f9424e9c3286331fba1f0e3f6>
(PW: Passwort: FrSe21_SMV)

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 and capabilities. 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. Overview: Contents of Sessions, Dates & Literature

Introduction to the Course Strategic Management (March 22):

*Introduction & overview; Assignment of impulse presentations
What is strategy?*

Laying the Fundament for Understanding Competitive Advantage (March 29)

In this session fundamental issues are introduced to lay the basis for the coming sessions with impulse presentations and discussions.

Fundamentals I: Strategic Orientations

Strategic management process

Fundamental strategic orientations: Shareholder value versus stakeholder value

Fundamentals II: Industrial Organisation and External Analysis (Part I)

Theoretical Perspective

Industrial organisation

Evaluating External Opportunities and Threats:

Tools for external analysis:

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



MIM S2 01 Strategic Management: Theory and Practice (VL) Time Schedule Impulse Presentations Spring Term 2021

Literature (Fundamentals I & II):

- Porter, M. E.: Strategy and the Internet, in: Harvard Business Review, March 2001: 62-78. (Part II)
Porter, M. E.: The Five Competitive Forces that Shape Strategy, in: Harvard Business Review, January 2008: 78-93. (Part II)
Royer, S., Waterhouse, J., Brown, K. and Festing, M.: Employee Voice and Strategic Competitive Advantage in International Modern Public Corporations – an Economic Perspective, in: European Management Journal, 26 (4), 2008: 234-246. (Part I)
Royer, S.: Strategic Management and Online-Selling: Creating Competitive Advantage with Intangible Web Goods, 'Routledge Advances in Management and Business Studies', London/New York: Routledge, 2005: 68-87 (Part I), 87-94 (Part II).

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

Research & Study Week I (April 5 till 9, 2021)

Time for students to prepare the impulse presentations for the coming sessions. All participants are expected to read the papers to be discussed. Further, each student is assigned one paper and is expected to give an impulse presentation summarizing the respective article.

Fundamentals II continued & Impulse Presentations #01-#04 (April 12 & 19)

Fundamentals II: Industrial Organisation and External Analysis (Part II, conclusions)

Optional Extra-Session (April 14):

Guest lecture about **Amazon marketing** (Emil Beck, Managing Director Remazing GmbH, Hamburg) – Access via the following WebEx Link:

<https://uni-flensburg.webex.com/uni-flensburg-de/j.php?MTID=mb7900a9460ffbc071e7d5f89c6a7134f>
(Passwort: ISMFrSe21)

Laying the Fundament for Understanding Competitive Advantage: Fundamentals III & Impulse Presentations #05-#08 (April 26 & May 3)

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

Literature (Fundamentals III):

- Barney, J. B.: Gaining and Sustaining Competitive Advantage, 4th Edition, Boston et al.: Pearson, 2011: 115-151.
Collis, D. J. and Montgomery, C. A.: Competing on Resources, in: Harvard Business Review, July-August, 1995: 118-128 (updated version: 2008).



MIM S2 01 Strategic Management: Theory and Practice (VL) Time Schedule Impulse Presentations Spring Term 2021

Royer, S.: Strategic Management and Online-Selling: Creating Competitive Advantage with Intangible Web Goods, 'Routledge Advances in Management and Business Studies', London/New York: Routledge, 2005: 94-109.

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

Developing Strategy: Resources, Capabilities and Competitive Advantage & Impulse Presentations #09-#10 (May 10)

Competitive Strategy

Corporate Strategy

Vertical integration and the scope of the firm

Diversification strategy

Literature:

Grant, R. M.: Contemporary Strategy Analysis, 7th Edition, Wiley, 2010: 347-368; 401-418.

Johnson, G., Whittington, R. and Scholes, K.: Exploring Strategy, 9th Edition, Pearson Prentice Hall, 2011: 196-225.

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

Research & Study Week II (May 17 till 21, 2021): Time for students to further prepare for the upcoming impulse presentations.

ATTENTION:

May 24 – No Session: Due to Whit Monday (Public holiday) no strategy session is held on 24-05-21.

Transcending Firm Boundaries and Inter-organisational Competitive Advantage & Impulse Presentations #11-#22 (May 31 & June 07 & 14)

Theoretical Perspective

Relational View

Evaluating inter-organisational competitive advantage:

Value Creation Architectures, Business Models and Competitive Advantage

Literature:

Beckmann, O. C., Royer, S. and Schiavone, F.: Old but Sexy: Value Creation Possibilities of Old Technology-based Businesses, in: Journal of Business Models, 4 (2), 2016: 1-21.

Dietl, H. M., Royer, S. and Stratmann, U.: Value Creation Architectures and Competitive Advantage: Lessons from the European Automobile Industry, in: California Management Review, 51 (3), 2009: 24-48.

Gulati, R.: Network Location and Learning: The Influence of Network Resources and Firm Capabilities on Alliance Formation, in: Strategic Management Journal, 20 (5), 1999: 397-420.

Jacobides, M. G. and MacDuffie, J. P.: How to Drive Value your Way, in: Harvard Business Review, July-August 2013: 101-107.

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

Concluding Reflections on Strategy (June 21)

Lessons learnt, Evaluation, Feedback Round



MIM S2 01 Strategic Management: Theory and Practice (VL) Time Schedule Impulse Presentations Spring Term 2021

IV. Schedule for the Impulse Presentations & Assignments

22. & 29. March

Fundamentals I: Strategic Orientations & Start of Fundamentals II: Industrial Organisation and External Analysis

No impulse presentations!

05. April: Easter Monday/Research & Study Week I

12. April

Fundamentals II: Industrial Organisation and External Analysis (continued)

Impulse presentation #01: Porter, M.E.: What is Strategy? In: Harvard Business Review, November-December 1996: 61-78. (Paper assigned to: **NN**)

Conclusions and Outlook

19. April

Fundamentals II: Industrial Organisation/External Analysis (concluded)

Impulse presentation #02: Porter, M.E. and Heppelmann, J. E.: How Smart, Connected Products are Transforming Competition, in: Harvard Business Review, November 2014: 64-88. (Paper assigned to: **NN**)

Impulse presentation #03: Meilich, O.: Strategic Group Maps: Review, Synthesis, and Guidelines, in: Journal of Strategy and Management, 12 (4), 2019: 447-463. (Paper assigned to: **NN**)

Impulse presentation #04: Stabell, C. and Fjeldstad, Ø.D.: Configuring Value for Competitive Advantage: On Chains, Shops, and Networks, in: Strategic Management Journal, 19 (5), 1998: 413-437. (Paper assigned to: **NN**)

Lessons Learned & Concluding Discussion regarding Industrial Organisation and External Analysis

26. April

Fundamentals III: Resource- & Capabilities-oriented Perspectives/Internal Analysis

Impulse presentation #05: Barney, J. B.: Firm Resources and Sustained Competitive Advantage, in: Journal of Management 17 (1), 1991: 99-120. (Paper assigned to: **NN**)

Impulse presentation #06: Barney, J. B.: Why Resource-based Theory's Model of Profit Appropriation Must Incorporate a Stakeholder Perspective, in: Strategic Management Journal, 39 (13), 2018: 3305-3325. (Paper assigned to: **NN**)



MIM S2 01 Strategic Management: Theory and Practice (VL) Time Schedule Impulse Presentations Spring Term 2021

03. May

Fundamentals III: Resource- & Capabilities-oriented Perspectives/Internal Analysis (concluded)

Impulse presentation #07: Eisenhardt, K. M. and Martin, J.A.: Dynamic Capabilities: What are they? In: Strategic Management Journal 21 (10/11), 2000: 1105-1121. (Paper assigned to: **NN**)

Impulse presentation #08: Bogers, M., Chesbrough, H., Heaton, S. and Teece, D.J.: Strategic Management of Open Innovation: A Dynamic Capabilities Perspective, in California Management Review, 62 (1), 2019: 77-94. (Paper assigned to: **NN**)

Lessons Learned & Concluding Discussion regarding *Resource- & Capabilities-oriented Perspectives/Internal Analysis*

10. May

Developing Strategy: Resources, Capabilities and Competitive Advantage

Impulse presentation #09: Grant, R. M.: The Resource-based Theory of Competitive Advantage: Implications for Strategy Formulation, in: California Management Review 33 (83), 1991: 114-135. (Paper assigned to: **NN**)

Impulse presentation #10: Lanzolla, G. and Markides, C.: A Business Model View of Strategy, in: Journal of Management, 58 (2), 2021: 540-543. (Paper assigned to: **NN**)

17. May: Research & Study Week II

24. May: Whit Monday

31. May

Transcending Firm Boundaries and Inter-organisational Competitive Advantage

Impulse presentation #11: Dyer, J. H. and Singh, H.: The Relational View: Cooperative Strategies and Sources of Interorganizational Competitive Advantage, in: Academy of Management Review 23 (4), 1998: 660-679. (Paper assigned to: **NN**)

Impulse presentation #12: Dyer, J. H., Singh, H. and Hesterly, W. S. (2018): The Relational View Revisited: A Dynamic Perspective on Value Creation and Capture, Strategic Management Journal, 39 (3), 3140-3162. (Paper assigned to: **NN**)

Impulse presentation #13: Lavie, D.: The Competitive Advantage of Interconnected Firms: An Extension of the Resource-based View, in: Academy of Management Review 31 (3), 2006: 638-658. [content of appendix has not to be included into presentation!] (Paper assigned to: **NN**)

Impulse presentation #14: Mu, J.: Networking Capability, New Venture Performance and Entrepreneurial Rent, in: Journal of Research in Marketing and Entrepreneurship, 15 (2), 2013: 101-123. (Paper assigned to: **NN**)



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

Time Schedule Impulse Presentations Spring Term 2021

7. June

Transcending Firm Boundaries and Inter-organisational Competitive Advantage (continued, focus: global value chains)

Impulse presentation #15: Jacobides, M. G., MacDuffie, M. P. and Tae, C. T.: Agency, Structure, and the Dominance of OEMs: Change and Stability in the Automotive Sector, in: Strategic Management Journal, 37 (9), 2016: 1942-1967. (Paper assigned to: **NN**)

Impulse presentation #16: Kano, L.: Global Value Chain Governance: A Relational Perspective, in: Journal of International Business Studies, 49, 2018: 684–705. (Paper assigned to: **NN**)

Impulse presentation #17: Zhan, J. X.: GVC Transformation and a New Investment Landscape in the 2020s: Driving Forces, Directions, and a Forward-looking Research and Policy Agenda, in: Journal of International Business Policy, 2021, <https://doi.org/10.1057/s42214-020-00088-0> (Paper assigned to: **NN**)

Impulse presentation #18: Macchion, L., Da Giau, A., Caniato, F., Caridi, M., Danese, P., Rinaldi, R. and Vinelli, A.: Strategic Approaches to Sustainability in Fashion Supply Chain Management, in: Production Planning & Control – The Management of Operations, 29 (1), 2018: 9-28, <https://doi.org/10.1080/09537287.2017.1374485> (Paper assigned to: **NN**)

14. June

Transcending Firm Boundaries and Inter-organisational Competitive Advantage (concluded, focus: ecosystems and platform markets)

Impulse presentation #19: Khademi, B.: Ecosystem Value Creation and Capture: A Systematic Review of Literature and Potential Research Opportunities, in: Technology Innovation Management Review, 10 (1), 2020: 16-34. (Paper assigned to: **NN**)

Impulse presentation #20: Acquier, A., Carbone, V. and Masse, D.: How to Create Value(s) in the Sharing Economy: Business Models, Scalability, and Sustainability, in: Technology Innovation Management Review, 9 (2), 2019: 4-24. (Paper assigned to: **NN**)

Impulse presentation #21: Fehrer, J. A., Woratschek, H. and Brodie, R. J.: A Systemic Logic for Platform Business Models, in: Journal of Service Management 29 (4), 2018: 546-568. (Paper assigned to: **NN**)

Impulse presentation #22: Ehret, M. and Wirtz, J.: Unlocking Value from Machines: Business Models and the Industrial Internet of Things, in: Journal of Marketing Management, 33(1-2), 2017: 111-130. (Paper assigned to: **NN**)

21. June

Reflections on Strategy, Outlook & Conclusions

No impulse presentations!



MIM S2 01 Strategic Management: Theory and Practice (VL) Time Schedule Impulse Presentations Spring Term 2021

V. 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 (10 minutes) + moderation of discussion (15 minutes) for an assigned article from the course, submission of slide presentation prepared for that and summary of the article (70%):
 - Please summarise the article you are assigned to on max. 5 ppt-slides (for the presentation) as well as in a written-out form on max. 5 pages (Format: Arial (font size 11) or Times New Roman (font size 12) with 1.5 spacing, 2.5 cm page margins (on all sides) plus full justification).
 - Please hand in your slides and summary at latest a week after you held your presentation by e-mail to: royer@uni-flensburg.de
- ✓ Active participation in sessions where the articles are discussed and submission of your core lessons learnt from the module in a nutshell on 1 page (Format: Arial (font size 11) or Times New Roman (font size 12) with 1.5 spacing, 2.5 cm page margins (on all sides) plus full justification) (30%) (to be submitted on June 21, 2021 by e-mail to : royer@uni-flensburg.de)

For CMI students:

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

VI. 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).

