

## MIM S2 01 Strategic Management: Theory and Practice (VL) Outline Spring Term 2024

### I. Location and time

Semester: Spring Term 2024

Credit Points: 5

Time: Mondays, 10:15-12:30

Room: MAD 126

### II. Contents and objectives

Firm performance is in the core of strategic management. However, there are different ways to measure and conceptualize performance in terms of different perspectives on strategic competitive advantage. The different perspectives on competitive advantage realization 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 analyze 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. 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. In addition, we link this discussion into relevant elements that increasingly determine the firm and its environment, namely sustainability as well as digitalization.

### III. Dates, content of sessions and suggested readings

#### [Introduction to the Course \(March 11\):](#)

In this session you get all necessary information regarding your course participation:

Introduction & overview

Assignment of impulse presentations

What is strategy?

#### [Laying the Fundament for Understanding Competitive Advantage \(March 18 & 25\)](#)

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

Strategic management process

Fundamental strategic orientations: Shareholder value versus stakeholder value

Suggested Readings: Royer, Waterhouse, Brown, and Festing (2008); Royer (2005: 68–87); Hoskisson, Gambeta, Green, and Li (2018).

No session held on April 01 (Easter Monday)

#### [Industrial Organization & External Analysis \(April 08 & 15\)](#)

In these sessions we reflect on the market-based view of the firm and discuss the implications for strategy development today, specifically in the context of sustainability and digitalization:

Theoretical perspective: Industrial organization



Evaluating external opportunities and threats: Tools for external analysis, i.e., analysis of the macro environment, industry analysis, strategic group analysis

Impact of sustainability issues and digitalization on the firm environment

Suggested Readings: Porter (2001); Porter (2008); Royer (2005: 87–94); Stabell and Fjeldstad (1998); Porter and Heppelmann (2014); Porter and Kramer (2011).

[Impulse presentations on April 08 & 15:](#)

[Porter \(1996\)](#)

[Meilich \(2019\)](#)

[Resource- and Capabilities-oriented Perspectives & Internal Analysis \(April 22 & 29 & May 06\)](#)

In these sessions we reflect on the resource-based view of the firm as well as the dynamic capabilities view and discuss about valuable resources in the context of increasing relevance of sustainability as well as challenges and opportunities in the context of digitalization:

Theoretical perspective: Resource-based view & Dynamic capabilities view

Evaluating the firm: Tools for firm analysis, i.e., strengths and weaknesses profiles, value chain analysis, resource analysis

Impact of sustainability issues and digitalization on resources and capabilities

Suggested Readings: Barney (1991); Barney (2011: 115–151); Barney (2018); Collis and Montgomery (1995/2008); Eisenhardt and Martin (2000); Hart (1995); Peteraf and Barney (2003); Royer (2005: 94–109)

Business Insight (in German language): Wandel der Wertschöpfung bei der team Gruppe, Till Mitzinger, Leitung Projekt- und Portfoliomanagement; Luisa Klomburg, Projektmanagerin (May 06, 11.00-12.30)

[Impulse presentations on April 29 & May 06:](#)

[Barney, Ketchen, and Wright \(2021\); Khan, Daddi, and Iraldo \(2020\); Hart and Dowell \(2011\)](#)

[McDougall, Wagner, and MacBryde \(2019\)](#)

[Developing Strategy: Resources, Capabilities and Competitive Advantage \(May 13 & 27 & June 03\)](#)

In these sessions we bring together the resource-oriented understanding with developing strategy on the business and the corporate level in different contexts, and thereby also consider a business model perspective as well as blurring industry boundaries and the development of diverse ecosystems:

Competitive strategy

Corporate strategy: Vertical integration and the scope of the firm & Diversification strategy

Business models in a sustainability-oriented and digital context

Suggested Readings: Beckmann, Royer, and Schiavone (2016); Geissdoerfer, Vladimirova, and Evans (2018); Grant (2010: 347-368; 401-418); Ranta, Aarikka-Stenroos, and Väisänen (2021); Whittington, Angwin, Regné, Johnson, and Scholes (2023: Chapters 8 & 9).



Impulse presentations May 13 & 27 & June 03:

[Elf, Werner, and Black \(2022\)](#)

[Bocken, Short, Rana, and Evans \(2014\); Reuter \(2022\)](#)

[Rachinger, Rauter, Müller, Vorraber, and Schirgi \(2019\); Stål, Riumkin, and Bengtsson \(2023\)](#)

No session held on May 20 (Whit Monday, Public Holiday).

[Transcending Firm Boundaries: Inter-organizational Competitive Advantages \(June 10\)](#)

In these sessions we want to investigate the challenges and opportunities of gaining competitive advantages jointly with partners:

Theoretical Perspective: Relational View

Evaluating inter-organizational competitive advantage

Suggested Readings: [Dietl, Royer, and Stratmann \(2009\)](#); [Dyer and Singh \(1998\)](#); [Gulati \(1999\)](#); [Lavie \(2006\)](#)

Impulse presentations June 10:

[Dyer, Singh, and Hesterly \(2018\)](#); [Klimas, Stańczyk, and Sachpazidu \(2023\)](#)

[Concluding Reflections on Strategy \(June 17\)](#)

This final session is reserved for bringing together our lessons learnt, the evaluation of the course as well as a feedback round

Impulse presentations June 17:

[Gawer and Cusumano \(2014\)](#); [Jovanovic, Sjödin, and Parida \(2022\)](#)

You find all the suggested readings as well as the articles to be covered in the impulse presentations in the list of references below!

#### 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 in the Master study program International Management Studies - BWL at the Europa-Universität 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 part the following activities are expected:

- Impulse presentation (10 minutes) + moderation of discussion (10 minutes) for an assigned article from the course, submission of slide presentation prepared for that and summary of the article (70%):
  - ✓ Please summarize 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](mailto:royer@uni-flensburg.de)
- Active participation in sessions where the articles are discussed is expected and submission of your core lessons learnt from the module in a nutshell on 3 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) (30%) is required – please highlight your learnings with regard to the theoretical foundations of competitive advantage as well as the insights into the trends of sustainability and



digitization with reference to the articles discussed in class (to be submitted on June 24, 2024 by e-mail to : [royer@uni-flensburg.de](mailto:royer@uni-flensburg.de))

## V. Contact

For further information please check our website [www.uni-flensburg.de/strategie](http://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](mailto:royer@uni-flensburg.de)).

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