



# **STRATEGIC MANAGEMENT**

## **COURSE OUTLINE AND READING LIST**

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## 1 COURSE OVERVIEW

Course Name:	<b>Strategic Management</b> (ID: 81.00034)
Degree Programmes:	Bachelor Business Administration and Engineering (All disciplines) Exchange Students Voluntary participation (please feel free to contact us via e-mail)
Lecturer:	Prof. Torsten Oliver Salge, Ph.D. Prof. Dr. David Antons
Contact:	Strategic Management-Team <a href="mailto:strategischesmanagement@time.rwth-aachen.de">strategischesmanagement@time.rwth-aachen.de</a>
Location and Time:	Video conference (Zoom; link will be shared via Moodle)
Content Description:	<p>This course provides participants with a research-oriented introduction to the process, content and context of strategic management.</p> <ol style="list-style-type: none"> <li><b>Strategy Process:</b> We will explore the strategy process from the setting of strategic objectives, external and internal analysis to strategy implementation and control.</li> <li><b>Strategy Content:</b> We will examine competitive and cooperative strategies as well as external, environment-oriented and internal, resource-oriented perspectives.</li> <li><b>Strategy Context:</b> We will discuss important contextual elements including the importance of ethics for strategic management.</li> </ol> <p>The course concept is based on the flipped classroom model. Students acquire learning content themselves in advance with videos. Afterwards, this content is further explained through interactive live sessions.</p>
Qualification Objectives:	<p>After participating in this course students should be in a position to:</p> <ol style="list-style-type: none"> <li>understand and critically discuss selected theories in strategic management,</li> <li>apply concepts and tools in strategic management intelligently based on a thorough understanding of their respective strengths and weaknesses,</li> <li>analyse and develop adequate solutions to questions arising from company practice in the field of strategic management,</li> <li>craft and present a thoughtful argument in support of their position, and</li> <li>critically reflect upon the social and ethical dimension of strategic management.</li> </ol>
Literature:	See readings below
Course Examination:	Individual written exam (100%, 60min.)

Participation Requirements:	Willingness to engage in the preparatory lecture videos, case studies and/or research papers.
Course Size:	Unlimited
Workload:	10 hours of video lectures 140 hours Individual preparation
Type of Course:	Interactive course
Language:	Bilingual (German or English according to your preference) <b>Exception:</b> Live Sessions will be taught in German
Credits:	5

## 2 COURSE ORGANISATION

The course consists of seven one-and-a-half hour sessions, each divided into two parts. Part one consists of online-based video lectures with questions woven in for joint reflection. The video content is available in both German and English. Part two is dedicated to in-class discussion of the lecture videos, which all participants must have watched/read in preparation for the session. For this purpose, learned contents are put into context and practical examples are discussed in order to build up a deeper understanding. In addition, guest lecturers will report on their experiences with the respective topic at appropriate points. The interactive event will be held exclusively in German.

### *Provisional timetable for interactive live sessions (12:30-14:00)*

#	Date	Topic	Lecturer
0	June 1st	<b>Kick-Off</b>	Prof. Dr. Antons / Univ.-Prof. Salge
1	June 8th	<b>Strategy Process</b>	Prof. Dr. Antons / Univ.-Prof. Salge
2	June 15th	<b>Industry Analysis</b>	Prof. Dr. Antons / Univ.-Prof. Salge
3	June 29th	<b>Internal Resources</b>	Prof. Dr. Antons / Univ.-Prof. Salge
4	July 6th	<b>Positioning</b>	Prof. Dr. Antons / Univ.-Prof. Salge
5	July 13th	<b>Cooperative Strategy</b>	Prof. Dr. Antons / Univ.-Prof. Salge
6	July 20th	<b>Strategy Context</b>	Prof. Dr. Antons / Univ.-Prof. Salge
7	July 23rd	<b>Exam Preparation &amp; Sample Exam</b>	Prof. Dr. Antons / Univ.-Prof. Salge/ Mareen Meyer, M.Sc.
8	July 28th	<b>Alternative Date for Sample Exam</b>	Mareen Meyer, M.Sc.

This course is managed via the e-learning platform Moodle. All lecture slides, video links, case studies and readings will be stored there. Additionally, all important information (e.g., course and exam preparation) will be communicated via Moodle. More information about upcoming guest lectures will be announced via Moodle. All lectures, discussions and presentations will be held in German.

### 3 SUPPLEMENTAL READINGS

The reading list is composed of well-known academic articles from the field of strategic management. They were published in leading peer-reviewed journals such as *Strategic Management Journal*, *Academy of Management Journal*, *Academy of Management Review*, *Management Science*, *Organization Science*, *Administrative Science Quarterly* or the *Journal of Management Studies*, and practitioner-oriented journals such as *Harvard Business Review* or *California Management Review*.

All readings will be available on the e-learning platform Moodle. You will also be able to access most of these articles yourself via the RWTH-network. All readings are meant to provide a starting point for you to explore a particular topic in greater depth. Reading these articles is entirely optional, but potentially helpful when revisiting some of the contents covered in this course.

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<b>L1: Unpacking Strategy Processes</b>	Porter, M., 1996. What is strategy? <i>Harvard Business Review</i> , 74(6), 61-78.  Mintzberg, H., 1987. Crafting strategy. <i>Harvard Business Review</i> , 65(4), 66-75.  Mintzberg, H., 1990. The design school: reconsidering the basic premises of strategic management. <i>Strategic Management Journal</i> , 11(3), 171-195.
<b>L2: Analysing Industry Structures</b>	Porter, M.E., 1981. The contributions of industrial organization to strategic management. <i>Academy of Management Review</i> , 6(4), 609-620.  Porter, M.E., 2008. The five competitive forces that shape strategy. <i>Harvard Business Review</i> , 86(1), 78-93.
<b>L3: Developing Internal Resources</b>	Barney, J.B., 2001. Is the resource-based "view" a useful perspective for strategic management research? Yes. <i>Academy of Management Review</i> , 26(1), .41-56.  Barney, J.B., 1991. Firm resources and sustained competitive advantage. <i>Journal of Management</i> , 17(1), 99-120.  Eisenhardt, K.M. & Martin, J.A., 2000. Dynamic capabilities: what are they? <i>Strategic Management Journal</i> , 21(10-11), 1105-1121.
<b>L4: Positioning the Firm</b>	Heracleous, L. & Wirtz, J., 2010. Singapore Airlines' balancing act. <i>Harvard Business Review</i> , 88(7/8), 145-149.  Murray, A.I., 1988. A Contingency View of Porter's "Generic Strategies". <i>Academy of Management Review</i> , 13(3), pp.390-400.

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<b>L5: Orchestrating Strategic Alliances and Networks</b>	Baum, J.A., Calabrese, T. & Silverman, B.S., 2000. Don't go it alone: Alliance network composition and startups' performance in Canadian biotechnology. <i>Strategic Management Journal</i> , 21(3), 267–294.  Dyer, J.H. & Nobeoka, K., 2000. Creating and managing a high-performance knowledge-sharing network: The Toyota case. <i>Strategic Management Journal</i> , 21(3), 345–367.
<b>L6: Exploring the Ethics of Strategy</b>	Schwab, B., 1996. A note on ethics and strategy: do good ethics always make for good business? <i>Strategic Management Journal</i> , 17(6), 499–500.  Devinney, T.M., 2009. Is the socially responsible corporation a myth? The good, the bad, and the ugly of corporate social responsibility. <i>The Academy of Management Perspectives</i> , 23(2), 44–56.

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### Key Strategic Management Textbooks for Further Reading

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- De Wit & Meyer (2004), *Strategy: Process, Content, Context – An International Perspective* (3rd ed), South-Western College Publications.
- Grant & Nippa (2006), *Strategisches Management - Analyse, Entwicklung und Implementierung von Unternehmensstrategien* (5th ed), Pearson.
- Hit, Freeman & Harrison (2001), *The Blackwell Handbook of Strategic Management*, Wiley-Blackwell.
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## 4 EXAMINATION MODE

The final course grade consists entirely of an individual written exam (60 minutes). The exam date will be announced during the semester. The exam language can be chosen according to your personal preference (German or English; default German). However, it is not possible to switch between languages during the exam. It will be an e-exam via the platform DYNEXITE and consist of open (e.g., cloze test) and closed (e.g., multiple choice) tasks.

Further details and exam-related organizational questions will be communicated during the semester via Moodle and will also be further explained during the exam preparation.

**We are looking forward to working with you and hope you will enjoy the course “Strategic Management”!**