



# **ORGANIZATION & MANAGEMENT FOR COMPETITIVE ADVANTAGE**

## **COURSE OUTLINE**

**DR. BASTIAN KINDERMANN**

TU Dortmund University

Faculty of Business and Economics

*Institute for Technology, Innovation & Entrepreneurial Management (TIE)*

Contact: Marko Kraljev | [marko.kraljev@tu-dortmund.de](mailto:marko.kraljev@tu-dortmund.de)

MARCH 2022

## 1 COURSE OVERVIEW

Course Name:	Organization & Management for Competitive Advantage
Degree Programmes:	1. Master BWL 2. Master Wirtschaftsingenieurwesen
Lecturer:	Dr. Bastian Kindermann
Contact:	Marko Kraljev, M.Sc. (marko.kraljev@tu-dortmund.de)
Content Description:	Why are some organizations more successful than others? In our research-oriented master level course “Organization & Management for Competitive Advantage”, we will explore the diverse set of responses that researchers offer to this core question of strategic management. The course content covers six main areas: 1) Foundations: Tracing the origins of the strategy concept, 2) Strategy & economics: Exploring the influence of economics on the notion of strategy, 3) Strategy making: Understanding different perspectives on the strategy formation process, 4) Competitive strategies: Learning about strategy in competitive settings, 5) Cooperative strategies: Examining strategy in cooperative settings, and 6) Digital strategy: Delving into digital platform strategies. The sequence of these six areas reflects the evolution of the strategic management field.
Qualification Objectives:	After participating in this course, students should be in a position to 1) Understand the nature and evolution of the strategy concept in management research and practice, 2) Read and process scholarly literature, 3) Craft and debate conceptual arguments, and 4) Translate research insights into practical implications. These competences prepare students not only for future research-related work (e.g., Master theses, Ph.D.), but also for career opportunities in consulting, strategy departments, business development, and general management.
Literature:	See readings below
Course Assessment:	1. Written exam (2/3) 2. Group presentation (1/3)
Participation Requirements:	<ul style="list-style-type: none"> <li>• Solid command of the English language</li> <li>• Interest in working with scholarly literature</li> </ul>
Type of Teaching Event:	Lecture
Language:	English
Credits:	7,5

## 2 COURSE ORGANIZATION

The course consists of three parts: Lectures, exercises, and an international collaboration project. The content of each of these parts is outlined below.

### Lectures

The lecture part covers six main areas, which are broken down into several lecture sessions. The lectures related to areas 3 to 6 will contain a student debate which is initiated by a group presentation. In the presentations, students are expected to provide a convincing case *in support* of a predefined one-sided motion (see table below). Group assignments will be determined after the first session.

Prior to each lecture element, students are expected to read, and prepare discussion of, one research article. The details of these articles can be found in the preliminary reading list below.

#### *Preliminary structure of lectures part*

No.	Area	Lecture Content	Debate & Motion
1	<b>Foundations of strategy</b>	<ul style="list-style-type: none"><li>• <i>Essence of strategy</i></li><li>• <i>Scientific management</i></li><li>• <i>Structure-follows-strategy debate</i></li></ul>	(No debate)
2	<b>Strategy &amp; economics</b>	<ul style="list-style-type: none"><li>• <i>Transaction cost economics</i></li></ul>	(No debate)
3	<b>Strategy making process</b>	<ul style="list-style-type: none"><li>• <i>Strategy formation</i></li><li>• <i>Rationality in organizational decision making</i></li></ul>	<b>Design vs. Emergence:</b> <i>Strategy making is a rational process</i>
4	<b>Competitive strategies</b>	<ul style="list-style-type: none"><li>• <i>Market-based approaches</i></li><li>• <i>Resource-based approaches</i></li><li>• <i>Blue ocean strategy</i></li></ul>	<b>Industry vs. Firm:</b> <i>Industry only determines competitive advantage</i>  <b>Stability vs. Change:</b> <i>Firms should favor stability over change</i>
5	<b>Cooperative strategies</b>	<ul style="list-style-type: none"><li>• <i>Strategic alliances</i></li><li>• <i>Ecosystems</i></li></ul>	<b>Openness vs. Closure:</b> <i>Cooperative strategies cannot provide competitive advantage</i>
6	<b>Current issues of strategic management</b>	<ul style="list-style-type: none"><li>• <i>Digital strategy</i></li></ul>	<b>Platform vs. Pipeline:</b> <i>Platform strategies are a mere fad</i>

## **Exercises**

To equip you with the tools necessary for the class debates and, more generally, the work with research literature, we offer a series of exercise sessions. These exercises are provided either in a workshop format (entire class) or in a coaching format (individual groups). The coaching format is intended to offer each group individual feedback prior to their debate.

### *Preliminary structure of exercises part*

No.	Format	Content
1	<b>Workshop</b>	<i>Finding and reading research articles; Crafting and debating conceptual arguments</i>
2	<b>Workshop</b>	<i>General briefing for group presentations</i>
3	<b>Coaching</b>	<i>Group 1: Individual preparation for Design vs. Emergence debate</i>
4	<b>Coaching</b>	<i>Group 2: Individual preparation for Industry vs. Firm debate</i>
5	<b>Coaching</b>	<i>Group 3: Individual preparation for Stability vs. Change debate</i>
6	<b>Coaching</b>	<i>Group 4: Individual preparation for Openness vs. Closure debate</i>
7	<b>Coaching</b>	<i>Group 5: Individual preparation for Platform vs. Pipeline debate</i>
8	<b>Workshop</b>	<i>Exam preparation</i>

## **International collaboration project**

Complementing the lectures and exercises parts, we offer students the opportunity to participate in an international collaboration project with Lehigh University (US). In this two-weeks project, mixed teams of Lehigh and TU Dortmund students will work on a management challenge related to the development of international innovation strategies. Upon successful completion of the project, students will be credited bonus points for the final exam.

## **3 SCHEDULE & FORMAT**

The following details are preliminary and may be subject to change:

<b>Start date</b>	06.04.2022
<b>End date</b>	15.06.2022
<b>Frequency</b>	Weekly
<b>Timing</b>	2 – 5 PM (incl. lectures, debates, and workshops)
<b>Location</b>	SRG 3.032

**Please note:** Depending on the dynamics of the COVID-19 pandemic, this course might be offered in an entirely digital format (i.e., via ZOOM).

## 4 COURSE ASSESSMENT

The final grade will be composed of two elements:

- |                         |     |
|-------------------------|-----|
| (1) Exam:               | 2/3 |
| (2) Group presentation: | 1/3 |

The main part of course assessment is based on a 1-hour, traditional pen-and-paper exam. Students will be asked to show their understanding of the class material and to apply their knowledge to related real-world phenomena. Bonus points earned through participation in the international collaboration project will be added to the points reached in the exam.

Grading of the group presentations will be based on the quality of the provided arguments as well as on the performance in the subsequent class debate.

## 5 LITERATURE

### *Preliminary Reading List*

The items listed below will be provided in the moodle course room.

No.	Title	Article
1	<b>Foundations of strategy</b>	Porter, M. E. (1996). What Is Strategy? <i>Harvard Business Review</i> , 74(6), 61–78.
2	<b>Strategy &amp; economics</b>	Coase, R. H. (1937). The Nature of the Firm. <i>Economica</i> , 4(16), 386–405.
3	<b>Strategy making process</b>	Mintzberg, H. (1987). Crafting strategy. <i>Harvard Business Review</i> , 65(4), 66–75.
4	<b>Competitive strategies</b>	Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. <i>Journal of Management</i> , 17(1), 99–120.
5	<b>Cooperative strategies</b>	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.
6	<b>Current issues of strategic management</b>	Alstyne, M. W. V., Parker, G. G., & Choudary, S. P. (2016). Pipelines, Platforms, and the New Rules of Strategy. <i>Harvard Business Review</i> , 94(4), 54–62.

**Please note:** In preparation for the presentations, each group will be provided with some additional literature relevant for the topic of their debate.

We are looking forward to working with you!