Course outline „Basics of Strategy in the Digital Age" Bachelor's level in Winter Term 2018/19 in HS 1010 ("Kleiner Hörsaal")

Course language: English

Please be aware that this course is organized in a 7x4 format running from October 16th until November 27th 2018 as seven sessions lasting four hours each!

Synopsis

Context. Strategic management is a central driver of financial performance. However, in the digital age, legacy firms are increasingly challenged by organizations that disrupt and conquer large shares of traditional industries. Apple and later on Spotify altered how we consume, experience, and pay for music. Airbnb causes the hotel industry headaches and Uber challenges taxi companies worldwide. These few examples indicate the importance of acting strategically both in terms of sustaining competitive edge in a given industry as well as in terms of conquering markets that seem to be settled and stable. In this class, I intent to provide you with a toolkit comprising basic concepts from strategic management that you can use to understand and design strategy. Hence, this course is designed as an intensive introductory class to strategic management that has digital technology as guiding theme.

Content and learning outcomes. This course is organized around three building blocks that represent a subset of important issues that concern contemporary strategists. First, we will delve on how to analyze the strategic position of your firm. Unless you understand where you (and your competitors) stand, you are unlikely to be successful. We will provide you with the according tools. Second, you need to make strategic decisions in terms of both your business model and the innovations that you pursue. Our aim is to aid you becoming a good decision maker. Finally, strategy needs to be implemented and it is here where things can get a little tricky. You will learn how to evaluate strategy and how to organize for strategic change.

Method. This class is designed in an extremely action-oriented way. The instructor will kick off every session with an introduction to key concepts. Students will then be asked to engage in group work. Particularly, students will work in teams and begin solving a case as 'mini hackathon'. These are trimmed and much shorter hackathons during which teams will hack a given case and draft a solution. Every team will then pitch their solution in two minutes in order to obtain feedback from the instructor that teams will implement into a written case solution. We will work like this every week. However, the first three cases are designed as training cases that are supposed to help you with accommodating to working on cases. Therefore, you do not have to submit a written solution for the first case that will be done on October 16th. You *can* submit written solutions of maximum 1,000 words for the cases that we engage with on October 23rd and 30th. Teams handing in cases will receive a *virtual grade* that is teams will receive feedback on their solution indicating what their grade *would be* if it the grade was serious. Grades of the remaining four cases are serious and will account for a third of your final grade each. Teams will have to waive one solution from being considered in their final grade.

Literature. The entire course is designed around the book "Exploring Strategy" by Johnson et al. (2017). Lectures resemble the structure of the book.

Professur für BWL, insbes. Management & Organisation

Fachbereich 07
Wirtschaftswissenschaft

Prof. Dr.
Lauri Wessel

Enrique-Schmidt-Straße 1
WIWI1, Raum 2340
28359 Bremen

Telefon   (0421) 218 – 666 90
eMail   lauri.wessel@
             uni-bremen.de
www   www.mo.uni-bremen.de

Universität Bremen

Date	Topic	Deliverables and Deadlines
Understand the strategic position of your firm!		
Oct 16th	Strategic analysis #1: The external environment (society & industry)	• **Training case** (No written solution needed)
Oct 23rd	Strategic analysis #2: Your strategies, value chain, SWOT, as well as resources and capabilities	• **Training case** (Written solutions due Oct 29th, 4 PM)
Oct 30th	Strategic analysis #3: How do stakeholders, culture, and history matter?	• **Training case** (Written solutions due Nov 6th, 4 PM) • Final team composition has to be decided on this date
Make a strategic choice!		
Nov 6th	How to design your business model *!!! NO CHANGES OF THE TEAM COMPOSITION POSSIBLE AFTER THIS DATE!!!*	• **Graded case** (Deadline Nov 13th, 4 PM)
Nov 13th	How to be entrepreneurial and innovate	• **Graded case** (Deadline Nov 13th, 4 PM)
Make your strategy work!		
Nov 20th	Developing and evaluating strategies	• **Graded case** (Deadline Nov 20th, 4 PM)
Nov 27th	Organizing for strategic change	• **Graded case** (Deadline Dec 3rd, 4 PM)