

M7 Corporate Strategy, Strategic Innovation and New Business Designs	
Lecturer Prof. Dr. Thorsten Feix	Module coordinator Prof. Dr. Thorsten Feix
<p>Content</p> <p>The course “<i>Corporate Strategy, Strategic Innovation and New Business Designs</i>” will focus on the scientific state of the art of corporate and innovation strategies and global best practices on how to develop and implement new business designs. Digitalization and innovative business models, foremost built on platform approaches, are disrupting nowadays more or less any industry, create uncontested markets, and challenge societies with new fundamental questions. Therefore, the understanding of (innovation) strategies to tackle those challenges and to shape the future are of paramount interest. The lectures on “<i>Corporate Strategy, Strategic Innovation and New Business Designs</i>” will discuss:</p> <ul style="list-style-type: none"> • The art and fundamental principles of building corporate and innovation strategies as well as new business designs • The pillars of corporate architecture: Purpose, vision, mission, values and goals • The strategic assessment of ecosystems (industry, competition, capabilities...) • Strategy design on corporate level: Vertical integration, scope & diversification, global strategies • Strategy design on strategic business unit level: The designing of corporate and innovation strategies (competitive advantage, strategic change, innovation,...) • The strategic design of business model innovations (10C model) 	
<p>Prerequisite for Participation</p> <ul style="list-style-type: none"> • Good grasp of competitive dynamics and advantage. Basic knowledge of the design of new business models, concepts and tools. Fundamental understanding of nowadays business designs, like platform strategies. <p>Preparation / Reading</p> <ul style="list-style-type: none"> • Hamel, G.; Prahalad, C.K. (1989). Strategic Intent. <i>Harvard Business Review</i> May/June 1989, 63-77. • Porter, M.E. (1985). <i>Competitive Advantage</i>. • Porter, M.E. (1996). <i>What is Strategy?</i> Harvard Business Review, Nov/Dec 1996, 61-78. 	
<p>Intendend learning outcomes</p> <ul style="list-style-type: none"> • The lectures on “<i>Corporate Strategy, Strategic Innovation and New Business Designs</i>” foster students overview of and knowhow on the challenges of global corporate strategies, business unit strategies and business designs which are fundamental for today’s managers • They will be in a position to analyze the decisive drivers of the ecosystem of a digital or traditional business and to build a decisive strategy and business design • Students will have a thorough understanding how to apply modern processes and tools of corporate strategy and innovation management 	

Teaching & Learning methods

The lectures on “*Corporate Strategy, Strategic Innovation and New Business Designs*” apply a broad set of learning methods:

- *Classroom sessions*: Extensive strategy literature presentation and discussions
- *Case Studies*: Applying the learned concepts and tools
- *New E-Learning concepts* like Financial Time online resources, ...
- *Term Papers and presentations* by students
- Selected and tailored best practice lectures of blue-chip corporations and strategy consultancies will complement the lectures with real world case studies

Practicability of course within other courses of the program

- The lecture should enable students to gain competencies they need if they want to start within the challenging environment of corporate strategy and strategy consulting
- This lecture has content wise intense linkages to the first term lecture of “*Securities and Corporate Valuation*” as well as to the third term lectures, like “*Advanced M&A*”,

Literature

- Brown, S.L.; Eisenhardt, K.E. (1998). *Competing on the Edge – Strategy as a structured chaos*. Cambridge: Harvard Business School Press.
- Dobbs, R.; Manyika, J.; Woetzel, J. – McKinsey (2015). *The four global forces breaking all the trends - No ordinary disruption*. Public Affaires.
- Feix, T. (2020). *An End-to-End, digital M&A Process Design – M&A in the 20s: The challenges and levers of digitalization and business model innovation for M&A*. Wiesbaden: Springer.
- Grant, R.M. (2013). *Contemporary Strategy Analysis*. 8th ed..
- Kaplan, R.S.; Norton, D.P. (2004). *Strategy Maps – converting intangible assets into tangible outcomes*. Cambridge: Harvard Business School Press.
- Kotter, J.P.: *Accelerate XL R8*. Cambridge: Harvard Business Review Press 2014.
- Markides, C. (2000): *All the right moves – a crafting guide for break through strategy*. Cambridge: Harvard Business School Press.
- Reeves, M.; Haanaes, K.; Sinha, J. (2015): *Your strategy needs a strategy*; Cambridge: Harvard Business Review Press.

Course organisation

ECTS-Credits 6	SWS 4	Language English
Kind of module: Compulsory	Term: Summer term	Duration: 1 term
Workload 6 ECTS-Credits x 30 hours = 180 hours; as combination of:		
Attendance 15 weeks * 4 hours = 60 hours	Preparation / Homework / ... 15 weeks * 3 hours = 45 hours	Time for case studies 15 weeks * 2 hours = 30 h.
Term paper: 45 hours	Exam preparation ---	Exam time ---
Prerequisite for the exam Non		
Exam requirements Non		Examination Term paper / case study