

EBS Universität für Wirtschaft und Recht

## Module “Strategy Consulting”

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Spring Term 2018

### Consulting Workshops

EBS works with a number of different companies that provide the consulting workshops. The nature of the consulting workshops varies strongly depending on the firm that delivers the workshop. Student performance will typically be assessed based on one or more presentation(s) to be held in the course of the workshops, the capability of students to work in teams and the willingness to contribute to a positive workshop experience for all participants. In total, students can earn a maximum of 90 points for the consulting workshop which is worth 3 ECTS.

What does it mean to exhibit a “willingness to contribute to a positive workshop experience for all participants”? At a minimum it means to demonstrate a respective attitude by listening attentively and coming on time. Beyond these minimum expectations it means to be an active and engaged participant who plans additional time beyond the time scheduled in CampusNet in order to gain maximum value from the workshop.

Students should bring their laptops to the consulting workshop, but do not use them unless they are asked to do so. The dress code for the consulting workshops is business.

As the number of participants in the consulting workshop is limited, we typically schedule more than one consulting workshop per term. Students are not allowed to switch consulting workshops or to exchange participation with fellow students.

**Attendance is mandatory.** In case that a student cannot attend the consulting workshop for good reason (e.g. illness verified with a doctor’s certificate), the teaching faculty will decide on individual measures to be taken. Students should be reassured that we will do our utmost to ensure that they do not fail the entire module because they were unable to attend the consulting workshop. Compensation could be achieved, e.g., by critically reviewing a book on strategy consulting and defending the review in a presentation. In such cases, students should consult the teaching faculty as early as possible.

## Course “Advanced Frameworks in Strategy”

No	Date	Topic	Reading & Presentation
1	18. Apr.	<b>History of Strategy</b> <ul style="list-style-type: none"> <li>· Introduction to the course</li> <li>· Trajectory of strategy both within practice and within academia from the first industrial revolution until the 1980s</li> </ul>	R1 Rumelt, Schendel & Teece. Fundamental issues in Strategy
2	26. Apr.	<b>Defining Strategy</b> <ul style="list-style-type: none"> <li>· Difference bw. strategy and planning</li> <li>· Static versus process view of strategy</li> </ul>	R2 Kim & Mauborgne. Blue Ocean Strategy. CMR.
3	26. Apr.	<b>Fundamental building block of the firm</b> <ul style="list-style-type: none"> <li>· Resources and capabilities</li> <li>· Business Model</li> </ul>	R3 Johnson, Christensen & Kagermann. Business Model. HBR
4	2. May	<b>First Mover Advantage</b> <ul style="list-style-type: none"> <li>· Firm innovations</li> <li>· Timing of market entry</li> </ul>	R4 Suarez & Lanzolla. The half-truth of first mover advantage. HBR
5	2. May	<b>Innovation and Industry Change</b> <ul style="list-style-type: none"> <li>· Industry fundamentals</li> <li>· Innovation and impact on industry structures</li> </ul>	R5 McGahan. How industries change. HBR
6	4 May	<b>Corporate Strategy</b> <ul style="list-style-type: none"> <li>· Conceptualizing corporate strategy</li> <li>· Role of HQs in creating value</li> </ul>	R6 Freeman & Engel. Start-ups and Mature Corporations CMR.
7	4 May	<b>Alliances and Acquisitions</b> <ul style="list-style-type: none"> <li>· Alliances and acquisitions as tools for corporate transformation</li> </ul>	R7 Dyer, Kale, & Singh. When to ally and when to acquire.
8	24 May	<b>Global Strategy</b> <ul style="list-style-type: none"> <li>· Benefits and challenges of global strategies</li> <li>· Location and firm specific advantages</li> </ul>	R8 Ghemawat. Managing Differences. HBR
9	24 May.	<b>Digitalization</b> <ul style="list-style-type: none"> <li>· SCP</li> <li>· Management Professions</li> </ul>	R9 Porter & Heppelmann. SCP. HBR

## READINGS

All of the required reading materials for the course are available in CampusNet. For your convenience, the required readings are provided in the syllabus. Each week, make sure you read the assigned reading material and focus deeply on the required reading materials. Coming to class unprepared is not an acceptable excuse.

## GRADING

There will be no final exam. The final grade will be determined as follows:

- |                        |           |
|------------------------|-----------|
| a. Class participation | 30 points |
| b. Group presentation  | 20 points |
| c. Group essay         | 40 points |

### a. Class Participation

This course will be quite heavily discussion-based, as this is inevitable given the nature of the topic. As a result, you should be well prepared to participate in these discussions. This implies reading the materials for that session, reflecting about them and being creative and entrepreneurial in finding and digesting other relevant material. The teaching style is interactive and I have a propensity to cold call, but as a rule you should be proactive in participating. Absences will adversely affect your grade regardless of the cause for those absences. Repeated absences will lead to a failing grade.

### b. Group presentation

Each group provides a presentation followed by discussion of **30 minutes** in class. The presentation is supposed to be a summary of the indicated reading. Careful attention should be paid to transfer the contents in an appropriate way to the audience. Wherever possible, provide practical examples. The ways in which you ensure to engage the audience will be a key component of your evaluation.

The grade for the presentation is a group grade. However, it is not expected that every single member of the group speaks in front of class. Teams may decide - depending on the unique skills and competences - that only selected individual(s) hold the presentation, while others rather contribute to slide preparation. However, it is expected that all team members equally contribute to in-class discussion. It is up to the teams to ensure that the workload is distributed fairly and equally.

The presentation pdf is **due the day when the topic is scheduled (please refer to the session plan)**. No allowance will be made for presenting the wrong topic.

Non-presenting teams should prepare a **1-page summary of the key thoughts** in the article and critically assess the usefulness of the paper. Each group therefore will submit two summaries within the same pdf document. The pdf document should contain a front page with the group name (e.g. R2) and the names of all members (not the ids etc.).

### c. Group essay

Each group will produce a final essay. The objective of the essay is to relate theory to practice. There are multiple ways to do this: You may discuss a practical example. You may propose a tool, a technique or a framework that can be used for consulting purposes. You may conduct an interview with a consulting firm on his or her views of the practical applicability of the theory. You may discuss the theory's long-term utility and the current issues or challenges related to its application. You are expected to be creative in soliciting the topic. In addition, it is expected that the essay is complemented with material other than the article presented in class.

The report should follow the EBS and APA style guides that have been communicated to you through EBS student administration and programme management. The main body of text, excluding table of content, references, tables and figures should be **12 pages in length** (+/-10%) in the main body of text, i.e. excluding table of contents and references.

## SUBMISSION FORMAT AND DEADLINES

All submissions must be sent electronically to  
Julia.hartmann@ebs.edu

For all submissions (reading summaries, essay, presentation), please include

- the corresponding group number (e.g. R2 or R8)
- the family names of all team members in alphabetical order
- the topic

Due dates

- reading summaries: 8:00 am the day the topic is scheduled
- presentations: 8:00 am the day the topic is scheduled
- essay: **25 May 2018 before 6:00 pm**
- no late assignments will be accepted.

## TEAMS AND TOPICS

Students form teams of 5 members (not less, not more!). Please form these teams individually - ideally before the course starts. These teams will work together throughout the course: They will develop one presentation and one essay on a single topic.

Topics for presentation and essay are the same but contents differ (see above). The topics are indicated in the session plan.

**The topics for each group will be drawn by chance in the first session.**

## Module Policies & Guidelines

### **Electronic Devices**

Laptops, cell phones, and other electronic devices may only be used during class with my permission. You should therefore make sure to print all slides and readings before class. This policy is motivated by the growing body of research which finds that the use of laptops hinders learning not just for people who use them but also for students around them.

### **Academic Integrity**

Students are required to respect the EBS guidelines for Good Scientific Practice and the Student Code of Conduct available at the links provided below.

<https://www.ebs.edu/en/business-school/faculty-research/research/gute-wissenschaftliche-praxis.html>

[https://www.ebs.edu/fileadmin/redakteur/studiensekretariat/Immatrikulationsunterlagen/E\\_%20EBS\\_Code\\_of\\_Conduct.pdf](https://www.ebs.edu/fileadmin/redakteur/studiensekretariat/Immatrikulationsunterlagen/E_%20EBS_Code_of_Conduct.pdf)