

STRATEGIC MANAGEMENT

SYLLABUS SUMMER TERM 2020

PART 1:

STRATEGIC MANAGEMENT AND ORGANIZATIONAL CHANGE

Dr Martin Geissdoerfer

PART 2:

COMPETITIVE STRATEGIES IN COMMODITY OLIGOPOLIES

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GOALS AND CONTENT

STRATEGIC MANAGEMENT AND ORGANIZATIONAL CHANGE (SMOC)

There is no doubt that “strategy making” is a very fundamental topic for every company – it has to be determined, e.g., what goals the company attempts to achieve, which products or services the company wants to offer, why these products or services have benefits for the customers, and what resources and capabilities the company is going to compete on against other companies. Every company has a strategy, whether it is written down or not, and, hence, there is a need for theoretical frameworks and tools which are helpful to understand the fundamentals of strategy making. This might begin with a thorough understanding of underlying concepts such as “competitive advantages”, “parenting advantages” and “business models”, and also entail a discussion of some basic “schools of thought” that determine how we approach the business reality, define problems and search for solutions to these problems. Along these lines, we will try to develop an in-depth and at the same time critical perspective regarding the most elementary premises of contemporary strategic management theory and practice, covering both competitive and corporate strategy issues.

Beyond these classic lines, we will expand our scope in two directions.

First, strategies and strategic management can also be interpreted in the broader sense as everything that concerns top management decisions. Experiences in recent years have made it obvious that some topics are so important that they should not be handled only on a functional level. Thus, an important part of this course will deal with a selection of issues which I believe are on top management’s agenda right now, including executive compensation and corporate governance, “big data”, as well as gender and diversity issues.

Second, developing a new strategic direction for a business or the firm as a whole means that something has to be done to change the organization. This can cost much energy, because many different people are involved, who have their own interests and may resist any redefinition of the company’s strategy. Therefore, we want to provide you with a basic understanding of those issues and the critical role certain agents, such as the top management team of the firm itself or external consulting firms, can play in change episodes.

One specific aspect of our course is the continuous interplay between the academic and practitioners' perspective. We hope that you learn to relate these perspectives and see where they complement each other, but also where new questions may arise that provide us with food for thought and call for new approaches. By including external guests, industry experts and consultants, we also want you to learn how to successfully hold a presentation and how to stand your ground in professional discussions.

After your participation in our module you should be able to differentiate basic theories from strategic management, to discuss them, to conduct analyses on industry forces and business model conceptions and to scrutinize selected issues of modern top management.

COMPETITIVE STRATEGIES IN COMMODITY OLIGOPOLIES (CSCO)

Commodity oligopolies are special competitive situations. They are very common in mature industries in which few large players (oligopoly) compete on the basis of non-differentiated products (commodities). Think of the paper, steel, cement or energy industry. But many other industries also show some (first) characteristics of commodity oligopolies because of their natural tendency to commoditize and consolidate over time.

Commodity oligopolies pose specific requirements on the competitive strategies of individual players. The classical strategies of differentiation cannot be applied. The remaining key strategic levers are price, capacity and production volume. In contrast to more fragmented industries, competitors in commodity oligopolies can and have to explicitly take the behaviour of their individual peers into account and think about how they can influence it. Game theory becomes an important strategic instrument.

The course "Competitive Strategies in Commodity Oligopolies" will give an overview of the theoretical foundations and practical implications of competing in commodity oligopolies. It offers an introduction to oligopoly theory and game theory, covers the concept of cooperation and its applications, introduces the work of Robert Axelrod on the emergence of cooperation, and illustrates the potential of business model innovation to overcome stalemate competitive situations. Participants will be able to apply the learnings and train their managerial skills in an economic simulation game in which four teams compete over the course of an industry cycle of eight years and try to maximize the value of their respective companies. Case study presentations will complement the learning experience.

SCHEDULE SUMMER TERM 2020

① Please note: Due to COVID 19 pandemic, the module is designed as online teaching in summer term 2020. For further information, see below.

PART 1: STRATEGIC MANAGEMENT AND ORGANISATIONAL CHANGE (Dr Martin Geissdoerfer)

Day	Time	Online lecture	Case study
May 08	09:30	1 General information and introduction	
	11:30	2 Ten schools of thought about strategy making	
	14:00	3 Strategic and organisational change	
	16:00	4 Business model innovation	
May 15	09:30	5 Industry analysis and business models	
	11:30	6 Macro trends and strategy	
	14:00	7 Sustainable business model innovation	1 Unilever
	16:00	8 Corporate diversification	2 Automotive industry 3 Volkswagen
May 22	09:30	9 Re-defining the role of corporate headquarters	
	11:30	10 Circular economy	4 Mobility and circular economy 5 Siemens
	14:00	11 Executive compensation, and inequality issues	6 Executive compensation 7 Equality
	16:00	12 Diversity, and gender issues; exam preparation	8 Glass ceiling effect

PART 2: COMPETITIVE STRATEGIES IN COMMODITY OLIGOPOLIES (Prof. Dr Ulrich Pidun)

Day	Time	Online Lecture	Case study
May 29	09:30	1 Theories of oligopolistic competition	
	11:30	2 European airline industry	9 Lufthansa 10 Ryanair 11 Turkish Airlines
	14:00	3 Typology of strategies in commodity oligopolies	
	16:00	4 Competition in commodity oligopolies	12 Container Shipping 13 Potash
June 05	09:30	5 Introduction to game theory	
	11:30	6 Cola wars	14 Coca Cola 15 PepsiCo
	14:00	7 The emergence of co-operation	
	16:00	8 Competition policy	16 Airlines and antitrust 17 EU vs. Google
June 12	09:30	9 Commopoly game	
June 26	09:30	10 Coopetition	
	11:30	11 M&A in oligopolistic markets	18 Lafarge-Holcim 19 Bayer-Monsanto
	14:00	12 Business ecosystems (1)	20 Ridesharing
	16:00	13 Business ecosystems (2); exam preparation	

ORGANISATION AND ENROLMENT

The module is offered each summer semester. It is mandatory for students of the program Innovation Management, Entrepreneurship and Sustainability (IMES). Additionally, students of other programs can participate. Of course, we also welcome ERASMUS, exchange, and visiting students.

The module is taught in English.

❗ TO PARTICIPATE IN THE MODULE, YOU NEED TO ACCESS ISIS. THUS, MAKE SURE TO SETUP YOUR PERSONAL TUB ACCOUNT (PROVISIONING) IN TIME!

For this module, you have to register twice:

E-LEARNING PLATFORM ISIS

- Access to lecture slides and literature as well as announcements
- Grouping into case study groups
- ISIS course: "StraMa 2020" (<https://isis.tu-berlin.de/course/view.php?id=18602>)

EXAM REGISTRATION AT YOUR EXAM TEAM (EXAMINATION OFFICE)

- To register for the examination, please submit a completed registration form (quick access: 186789) to your exam team using your TU e-mail account.
- Further information regarding the official exam registration and deadlines during the Corona crisis are available at TU website (quick access [212655](#), and [211643](#)).
- **Please make sure to register at examination office within time as we have no further information about deadlines and registration procedures!**

CREDITS AND EXAM

You will earn **6 ECTS** credits for successfully completing this module. The portfolio exam consists of the following 2 parts:

EXAM PART	POINTS	SCOPE	DATE
Case study presentation (Group performance)	30 points	20 min	see ISIS
Written test (Individual performance)	70 points	120 min	see ISIS

You pass the module if you achieve 50% overall, regardless of what you have reached in a single exam part. If you do not pass, you have to repeat the whole module.

GRADING SCALE										
1.0	1.3	1.7	2.0	2.3	2.7	3.0	3.3	3.7	4.0	5.0
90%	85%	80%	76%	72%	67%	63%	59%	54%	50%	0%

1.0, 1.3: excellent

1.7, 2.0, 2.3: good

2.7, 3.0, 3.3: satisfactory

3.7, 4.0: sufficient

5.0: not sufficient

COURSE FORMAT AND READINGS

Due to COVID 19 pandemic, the module is designed as online teaching in summer term 2020. The links to the respective live sessions are available on ISIS.

All materials, e.g., lecture slides, videos, case-study videos will be available two days before the respective live lectures.

PLEASE MAKE SURE TO WATCH THE PROVIDED VIDEOS, LECTURE SLIDES AND CASE-STUDY VIDEOS BEFORE EACH SESSION, AND PREPARE QUESTIONS FOR THE DISCUSSIONS!

Furthermore, mandatory readings and additional literature are available on ISIS. They shall help you to understand the topics, deepen your insights, and take part in discussion. Only if you prepare yourself for the lecture and participate in the discussions, you can achieve the course goals. From our experience, it is too late if you try to read all the literature at once and for the first time right before the written test.

CASE STUDIES

In the detailed topic overview in our syllabus as well as on the ISIS website, you find the case study assignments for the whole module. You have to choose three of them and confirm your priorities on ISIS.

CASE STUDY	
Topic selection	3 case studies (priorities) on ISIS by Wednesday, 22 April 2020, midnight
Presentation	20 minutes presentation (video) , 15 minutes additional discussion (live)
Files delivery	Presentation video (video file) , and 10 to 15 presentation slides (PDF files)
Upload deadline	Files upload (video and PDF) on tubCloud; deadline see on ISIS and below

We will try to assign each of you to a group and case study of your choice—but please note that some topics are very popular and the size of each student group is limited. So, possibly not everyone will get his or her first or second priority.

THE CASE STUDIES ARE AVAILABLE ON ISIS. FOR THE LEADING QUESTIONS SEE BELOW.

HINTS FOR YOUR CASE STUDY WORK

- **Leading questions:** For each case study, we provide 4 to 5 leading questions. Do not answer those questions separately, but **integrate the aspects they are addressing into your overall story line.**
- **Scope: Video presentation of max. 20 minutes.** Additionally, preparation of 15 minutes additional live discussion with the lecturer (not recorded as video). The discussion will be held per live stream session. Furthermore, your presentation should consist of about **10 to 15 content slides** created with presentation software (PowerPoint, etc.).

- **Presentation format: You have to record and upload your presentation.** Please make sure the video shows your slides and your voices are clean and easy to understand. Additionally, you can also record the corresponding person speaking or use picture-in-picture mode.
- **Video and slides format: Only video file types supported by Windows Media Player** are allowed. The **presentation slides must be saved as PDF files.**
- **Upload and deadline: Both videos and content slides have to be uploaded on tubCloud.** The upload link is available on ISIS. Permissible upload formats are listed above. **The deadline is group-dependent and listed on ISIS** and below.
- **Video recording:** For recording we recommend the freeware **OBS Studio**. Helpful online tutorials on how to record your screen and yourself are available on YouTube:

OBS Studio	https://obsproject.com/de
Tutorial German:	https://www.youtube.com/watch?v=OyBzzZuGwFw
Tutorial English:	https://www.youtube.com/watch?v=q13CWSGeH5M

- **Literature:** We will provide you with some basic case study literature which should serve as a starting point for the preparation of your case study. Nevertheless, you have to search for additional sources and information on your own.
- **The case study content is relevant for the portfolio exam.** The better you prepare your presentation and the subsequent discussion, the more you and your fellow students will benefit.

📌 THE DISCUSSIONS ARE CONDUCTED ONLINE AS LIVE SESSIONS. ALL GROUP MEMBERS MUST BE ONLINE AT THESE TIMES TO PASS THIS PART OF PORTFOLIO EXAM.

PART 1: STRATEGIC MANAGEMENT AND ORGANISATIONAL CHANGE (SMOC)

Case study	Upload deadline for ISIS	Discussion date
1 Unilever	12 May 2020, 23:59	15 May 2020, 15:15-15:30
2 Automotive industry	12 May 2020, 23:59	15 May 2020, 17:00-17:15
3 Volkswagen	12 May 2020, 23:59	15 May 2020, 17:15-17:30
4 Mobility and circular economy	19 May 2020, 23:59	22 May 2020, 12:30-12:45
5 Siemens	12 May 2020, 23:59	22 May 2020, 12:45-13:00
6 Executive compensation	19 May 2020, 23:59	22 May 2020, 15:00-15:15
7 Equality vs. inequality	19 May 2020, 23:59	22 May 2020, 15:15-15:30
8 Glass ceiling effect	19 May 2020, 23:59	22 May 2020, 16:00-16:15

PART 2: COMPETITIVE STRATEGIES IN COMMODITY OLIGOPOLIES (CSCO)

📌 Please note: Upload deadlines and discussion dates will be announced in due course on ISIS!

OPTIONAL PEER ASSESSMENT

If desired by one of your group members, we offer you the possibility of a peer assessment procedure for the case study evaluation. Every student needs to evaluate her/his own performance and the performance of her/his group members in preparing and presenting the case study. As a consequence, the peer assessment will influence 50 percent of your case study grade as a weighting factor.

If your group want to participate in a peer assessment, please inform us immediately by e-mail. Thus, you have to **complete an EXCEL template available on ISIS by the date of your case study presentation.**

Please note: After your case study presentation, a peer assessment is no longer possible and each group member receives the group grade.

LECTURES AND TOPICS

PART 1: STRATEGIC MANAGEMENT AND ORGANISATIONAL CHANGE (SMOC)

TIME/FORM	CASE STUDY	TOPIC/SCHEDULE	CONTENT	LITERATURE, AND CASES
Friday, 8 May 2020 09:30-11:00		1 General information session, and introduction to the course: Competitive advantages, parenting advantages and business models	<p>Introduction to the course:</p> <ul style="list-style-type: none"> • Learning objectives, overview of lectures, topics covered • Required readings, case studies, proof of performance, support <p>Lecture content:</p> <ul style="list-style-type: none"> • In this session I will provide you with the basic information about studying at the strategic management chair of Prof. zu Knyphausen-Aufseß and enrolling in the module “Strategic Management”. As a starting point to this course, I will also introduce you to the difference between competitive advantages and parenting advantages. The first are the main objective of competitive strategies, the latter of corporate strategies. Moreover, I want to introduce you to the concept of business models, which will play a major role in this semester. 	<ul style="list-style-type: none"> • Grant, R. M. (2016): Contemporary Strategy Analysis, ninth edition, chapter 7, Wiley Higher Education. • Porter, M. E. (1996): What is strategy? In: Harvard Business Review (74), No. 6, pp. 61-80. <p>Bold: mandatory literature Un-bold: additional literature</p>
Friday, 8 May 2020 11:30-13:00		2 Ten schools of thought about strategy making	<p>Lecture content:</p> <ul style="list-style-type: none"> • As outlined in the course content, I want to present you different “schools of thought” that have been developed in the strategy discourse over the last three decades. These schools represent possible mindsets how we can define and solve problems that are considered as “strategic”. They mostly have an academic background but there is reason to believe that also practitioners follow similar mindsets and are imprinted by lines of thought which they may have learned about during the academic studies or in the course of consulting projects they have experienced in their professional life. • Please note that the schools-of-thought framework is only used for presenting you possible ways of thinking about strategy; content-wise it refers to concepts which you should be mostly familiar with from your bachelor studies. Similar to the prior session, thus, the presentation may also serve as a wrap-up of what you already know, hopefully without being boring. This may justify the high number of slides which I will use. 	<ul style="list-style-type: none"> • Mintzberg, H., Lampel, J. (1999): Reflecting on the Strategy Process. In: Sloan Management Review 40(3), 21-30.
Online Live session		Live lecture		

Friday,
8 May 2020
14:00-15:30

Video
(self-study)

3 Basic frameworks for understanding strategic and organisational change

Guest speaker
Dr Anja Trichterborn,
Novartis

(to be discussed in
session 4)

Guest speaker:

- Before we look into organizational change, we begin this session with a guest speaker addressing the planning school of Mintzberg's framework from the previous lecture. As you might have guessed the planning process itself it not done on large sheets of paper today but is supported by a range of digital tools. One of the most advances of these tools we are looking into today.
- Dr Anja Trichterborn who works as a top manager at the Pharma company Novartis is talking about "Strategic planning and AI". She explains how the power of big data analysis and machine learning can be used to inform the contemporary strategic planning process and provides a glimpse into strategic planning's future.

Video:

- The top management team is not only responsible for analysing current issues and reflecting new directions of the firm, it also has to make sure that the plans are implemented, in other words, *that change can happen*. The term that is used to describe a systematic approach to develop and implement strategies for organizational change is, simply, *change management*. Wikipedia describes this approach in the following way: "Change management is a structured approach to change in individuals, teams, organizations and societies that enables the transition from a current state to a desired future state. The change referred to in this context includes a broad array of topics. From an individual perspective, the change may be a new behaviour. From a business perspective, the change may be a new business process or new technology. From a societal perspective, the change may be a new public policy or the passing of new legislation. Successful change, however, requires more than a new process, technology or public policy. Successful change requires the engagement and participation of the people involved. Change management provides a framework for managing the people side of these changes. The most recent research points to a combination of organizational change management tools and individual change management models for effective change to take place." As you can see from this citation, many people within organizations tend to resist against change, because it challenges their interests and their present positions, while others may promote change in order to improve their personal

- Beer, M., Eisenstat, R. A., Spector, B. (1990): **Why change programs don't produce change. In: Harvard Business Review 68(6), 158-166.**
- Kotter, J. (1995): **Leading change: Why transformation efforts fail. In: Harvard Business Review 73(2), 59-67.**
- Müller, J., Kunisch, S. (2017): Central perspectives and debates in strategic change research. *International Journal of Management Reviews* 20, 457-482.
- Stouten, J., Rousseau, D. M., De Cremer, D. (2018): Successful organizational change: Integrating the management practice and scholarly literatures. *Academy of Management Annals* 12(2), 752-788.

STRATEGIC MANAGEMENT

situation. In this session, we will provide you with two videos of different perspectives on this important and complex topic, which we will discuss in the next session

<p>Friday, 8 May 2020 16:00-17:30</p> <p>Video (self-study)</p> <p>Online Life session</p>	<p>4 Developing new business models</p> <p>16:00-16:15: Video</p> <p>16:15-17:15: Life lecture</p> <p>17:15-17:30: Life discussion (speaker session 3)</p>	<p>Lecture content:</p> <ul style="list-style-type: none"> I have already introduced the business model concept (see first session above). After a short video on the topic, this session takes an academic perspective and provides you with an overview of the current state-of-the-art of business model innovation. Then it gets practical: We will introduce the well-established “business model canvas”, developed by Alexander Osterwalder and Yves Pigneur, and discuss different approaches to developing new business models in the corporate context. 	<ul style="list-style-type: none"> Massa, L., Tucci, C., Afuah, A. (2017): A critical assessment of business model research. In: The Academy of Management Annals 11, 73-104. Osterwalder, A., Pigneur, Y. (2009): Business Model Generation. S. 1-44. Blank, S. (2013). Why the Lean Start-Up Changes Everything. Harvard business review, 91(5), 63-72.
<p>Friday, 15 May 2020 09:30-11:00</p> <p>Video (Self-study)</p>	<p>5 Industry analysis and new business models in the automotive industry</p> <p>Guest speaker (to be discussed in session 7)</p>	<p>Lecture content:</p> <ul style="list-style-type: none"> In the last two sessions, we have focused on strategy-related topics of very general interest. In this session we will now shift our attention to the competitive strategy level – the domain of Michael Porter’s industry analysis and his “five forces” concept (part of the “positioning school”, as highlighted in our second lecture). However, instead of a mere conceptual introduction, we will try to see how we can bring these concepts in action! Since Germany is still an important location for automotive manufacturers, we take the example of this mature industry. As it exists for more than 100 years, we could examine a process of consolidation. On the other hand, however, we are in the midst of huge changes, as fossil resources are becoming scarce and modern information technologies open up a tremendous potential for innovation. How can a company like Volkswagen cope with these changed conditions? Two student groups have to prepare presentations. First, one student group will give an introduction on the automotive industry, its history, recent changes, current challenges and future prospects. Afterwards, a second student group will explain how the Volkswagen AG positions itself within the automotive industry and how its business model has changed in the course of time. <p>Guest speaker: TBD</p>	

<p>Friday, 15 May 2020 11:30-13:00</p> <p>Online Life session</p>	<p>6 Macro trends and strategy: The role of large-scale trends</p> <p>Guest speaker Prof. Steve Evans, University of Cambridge</p>	<p>Lecture content:</p> <ul style="list-style-type: none"> As the current COVID-19 crisis demonstrates, organisations become increasingly dependent on global macro trends. These can range from the consequences of long-term global warming to disruptive short-term risks, like the one we are currently witnessing. <p>Guest speaker:</p> <ul style="list-style-type: none"> Prof. Steve Evans is director of the Centre for Industrial Sustainability at the University of Cambridge and will give us a glimpse into his work advising global business leaders on how to deal with the strategic implications of large-scale global trends. 	
<p>Friday, 15 May 2020 14:00-15:30</p> <p>15:15-15:30</p> <p>Online Life session</p> <p>• Unilever</p> <p>Case discussion</p>	<p>7 Developing and implementing sustainable business models</p> <p>14:00-14:15: Life discussion (speaker session 7)</p> <p>14:15-15:15: Life lecture</p>	<p>Lecture content:</p> <ul style="list-style-type: none"> As we discussed in session 4, the capability to rapidly and successfully move into new business models can be an important source of sustainable competitive advantage. But the concept can play another, increasingly important strategic role. Organisations increasingly understand that meeting their sustainability ambitions does only require sustainable technologies, but innovation on the business model level to leverage these technologies and incentivise the necessary collaboration in the organisation’s value network. To facilitate the design of more sustainable business models, a range of new tools and techniques have been developed. In this session we will explore how business model innovation can be a strategic tool to improve sustainability performance and we will build our very own DIY business model for IKEA. <p>Case study “Unilever”:</p> <ul style="list-style-type: none"> Describe the initial situation in which Paul Polman overtook the CEO seat. Do you believe that his strategy proposal was really promising at that time? What are the core elements of the “Unilever Sustainable Living Plan”? How developed the strategy over the course of time, until today? How would you describe the leadership role of Paul Polman? 	<ul style="list-style-type: none"> Porter, M. E., & Kramer, M. R. (2006). <i>Strategy & society: the link between competitive advantage and corporate social responsibility</i>. <i>Harvard Business Review</i>, 84(12), 78-92. Haski-Leventhal, D. (2018): <i>Strategic Corporate Social Responsibility. Tools & Theories for Responsible Management, Los Angeles et al.: Sage, 158-161.</i> Unilever (2018): <i>Sustainable Living website: https://www.unilever.com/sustainable-living/</i>

<p>Friday, 15 May 2020 16:00-17:30</p> <p>Online Life session</p>	<p>8 Corporate diversification: The concept of relatedness</p> <p>16:00-17:00 Life lecture 17:00-17:15 Case study discussion 17:15-17:30 Case study discussion</p>	<p>Lecture content:</p> <ul style="list-style-type: none"> The prior two sessions of our course have – hopefully – provided you some basic concepts and frameworks which are nowadays elementary in the strategic management field. In the next two sessions we will now deal with basic questions that define the so-called <i>corporate strategy</i> domain. The first question was the central topic of a seminal book by Igor Ansoff, who published “Corporate Strategy” in the mid-1960s. The question is: Should firms operate in different businesses at the same time in order to exploit “synergies”? Is, in other words, the multi-business firm more successful than a focused, single-business firm? Are there circumstances that have an impact on the relation between diversification and performance? One assumption highlighted in the literature is that one moderating factor is the “relatedness” of different businesses. But what does “relatedness” – or synergies – really mean? How is the concept used in the literature and are there ways to deal with the critique that has come up recently regarding the relatedness construct and its link to corporate performance? How can we <i>measure</i> relatedness? Those were the questions that are the central topic of a recently finished dissertation project of Adrian Lüthge at my chair. We will talk about the baselines and then also briefly consider the idea of “business model relatedness” 	<ul style="list-style-type: none"> Grant, R. M. (2016): Contemporary Strategy Analysis, ninth edition, chapter 13, Wiley Higher Education. Hauschild, S., zu Knyphausen-Aufseß, D. (2013): The resource-based view of diversification success: Conceptual issues, methodological flaws, and future directions, in: Review of Managerial Science7, S. 327-363. Lüthge, A., Pidun, U., zu Knyphausen-Aufseß, D. (2018): Approximating relatedness from a business model perspective: towards a taxonomic approach. Working Paper, TU Berlin.
<p>17:00-17:15</p> <p>Online Live session</p>	<ul style="list-style-type: none"> Automotive industry <p>Case discussion</p>	<p>Case study "Automotive industry":</p> <ul style="list-style-type: none"> How did the automotive industry evolve and change over time? Which forces (e.g. according to Porter’s Five Forces) influenced that change? What are the current challenges and future prospects for the automotive industry? 	<ul style="list-style-type: none"> McKinsey (2016): Automotive revolution – perspective towards 2030. How the convergence of disruptive technology-driven trends could transform the auto industry. KPMG (2017): Global Automotive Executive Survey 2017. Euler Hermes (2016): Public bumpers for the automotive market.
<p>17:15-17:30</p> <p>Online Live session</p>	<ul style="list-style-type: none"> Volkswagen <p>Case discussion</p>	<p>Case study "Volkswagen":</p> <ul style="list-style-type: none"> Please give a short historical overview of the Volkswagen AG. How did the positioning of the company within its industry change over time? Is Volkswagen's current strategy sustainable, e.g., is Volkswagen well prepared for future challenges in the automotive industry? 	<ul style="list-style-type: none"> Volkswagen Group (2016): Moving people Please also contact Dr Martin Geissdoerfer.

<p>Friday, 22 May 2020 09:30-11:00</p> <p>Video (self-study)</p>	<p>9 Re-Defining the role of the corporate headquarters: The case of Siemens</p> <p>Guest speaker Tim Holzapfel, SVP Transformation and Organisation at Siemens</p>	<p>Lecture content:</p> <ul style="list-style-type: none"> The flipside of the corporate diversification literature is the definition of the role of corporate headquarters – the heart of the multi-business firm. Do such corporate headquarters really add value, do they provide a parenting advantage (a term we have used in our introductory session)? Not so sure! It is no wonder that we often read about company split-ups these days (e.g., Thyssenkrupp), implying a major transformation (strategic/organizational change!) of the whole company concept. We will take the opportunity and discuss a first case study: Siemens. As you could read in a press release (August 1, 2018): “Siemens is setting the course for long-term value creation through accelerated growth and stronger profitability with a simplified and leaner company structure. The main aim of the Vision 2020+ company strategy is to give Siemens' individual businesses significantly more entrepreneurial freedom under the strong Siemens brand in order to sharpen their focus on their respective markets.” <p>Guest speaker:</p> <ul style="list-style-type: none"> Tim Holzapfel from Siemens gives us a first-hand practitioner view. 	<ul style="list-style-type: none"> Grant, R. M. (2016): Contemporary Strategy Analysis, ninth edition, chapter 14, Wiley Higher Education. Menz, M., Kunisch, S., Collis, D. (2013): What do we know about corporate headquarters? A review, integration, and research agenda. Working Paper, Harvard Business School.
<p>Friday, 22 May 2020 11:30-13:00</p> <p>Online Life session</p>	<p>10 Towards a circular economy? Rethinking the mobility system</p> <p>11:30-12:30 Life lecture 12:30-12:45 Case study discussion 12:45-13:00 Case study discussion</p>	<p>Lecture content:</p> <ul style="list-style-type: none"> After our discussion of the sustainability topic, our presentation on the digitalization challenge, and our look into the automotive industry, it is now time to bring these topics together! We will do this under the umbrella of the circular economy concept. How could such a circular economy actually work and succeed? Is it a realistic model? What is the core idea of this concept that exists in many variants? To give a tentative answer at least to the last question, it seems safe to say that the circular economy builds on the concept of nature – a system without waste, where every output serves as an input for other entities. I find this an important idea for two reasons. One is that we often say that our economy cannot grow forever due to the limited resources we have on our planet. But even less growth, no growth or even de-growth would not exclude that we still exploit our resource base (e.g. oil) which will then last for longer than under conditions of high growth (let’s say, 200 instead of 100 years), raising the question whether this would, from a historical perspective, really 	<ul style="list-style-type: none"> Murray, A., Skene, K., Haynes, K. (2017): The circular economy: an interdisciplinary exploration of the concept and application in a global context. Journal of Business Ethics 140: 369-380. Ellen MacArthur Foundation Homepage: https://www.ellenmacarthurfoundation.org/ Lacy, P. et al. (2014): Circular advantage. Innovative business models and technologies to create value in a world without limits to growth. Accenture.

make that much of a difference. Thus, we can ask: Would it be possible to build an economy that is not dependent on any “new” resources? The other reason is that we often tend to relate the concept of sustainability to an attitude of abstinence, implying that we always have to feel bad when we want to enjoy life. But nature is rather based on redundancy than scarcity, and it’s growing all the time! So, wouldn’t it be attractive to simulate the principles of nature also in our economy?

- Now, how is this connected to the digitalization topic? Peter Lacy, Managing Director of Accenture Strategy, puts it this way: “[T]he circular economy will be a digital revolution or it won’t be a revolution et al”. He argues that, first, waste can be avoided (e.g. music streaming instead of CDs), secondly, digital technologies enable “assets that have dropped out of circulation to be introduced back into the market to earn second, third or even fourth incomes” (e.g. car sharing) and thirdly, they also help to reduce material inputs and transform manufacturing (e.g. 3D printing) as well as extend product lifetimes (cf. <https://www.weforum.org/agenda/2015/08/why-the-circular-economy-is-a-digital-revolution/>).
- We will discuss this topic with the help of a case example presented by a student group – the idea of an automated, multi-modal, on-demand mobility system (with the option to an extension on the automobile industry, our case example from previous sessions).

12:30-12:45 • **Mobility, and circular economy**

Online Case
Lives session discussion

Case Study “Mobility, and a circular economy”:

- Describe how a circular future of the mobility system could look like and what steps already have been taken.
- Convince the audience that such a mobility system could work, not only from an ecological, but also from an economic point of view.

- *Ellen MacArthur Foundation (2015): Growth from within: A circular economy vision for a competitive Europe, pp. 53-68.*
- *Ellen MacArthur Foundation (2017): Achieving ‘growth within’. A €320-billion circular economy investment opportunity available to Europe up to 2025, pp. 58-81.*

12:45-13:00	• Siemens	Case study “Siemens”:	<ul style="list-style-type: none"> • <i>Siemens (2018, August 1): Siemens sets future course with Vision 2020+.</i> • <i>Siemens (2018, August 2): Vision 2020+ - Shaping the future Siemens.</i> • <i>Much information can be found at the Siemens homepage/company/Investor Relations/Events, Publications & Ad hoc.</i>
Online Live session	Case discussion	<ul style="list-style-type: none"> • Outline shortly major strategic milestones throughout the history of Siemens. • Summarize Vision 2020+ and explain the motivation and main drivers behind the new Siemens strategy. • What does this mean for the Siemens headquarter? How is its role going to change and what are possible benefits and disadvantages? 	
Friday, 22 May 2020 14:00-15:30	11 Executive compensation and the equality/inequality issue in organisations	Lecture content:	<ul style="list-style-type: none"> • Bapuji, H. (2015): Individuals, interactions and institutions: How economic inequality affects organizations. In: Human Relations 68(7), 1059-1083. • Riaz, S. (2015): Bringing inequality back in: The economic inequality footprint of management and organizational practices. In: Human Relations 68(7), 1085-1097. • Schädlich, M., zu Knyphausen-Aufseß, D., The effects of pay inequality on organizational performance: Review and discussion, Working Paper, TU Berlin 2012.
Online Live session	14:00-15:00 Life lecture 15:00-15:15 Case study discussion 15:15-15:30 Case study discussion	<ul style="list-style-type: none"> • One of the major topics that is always on the top management agenda is executive compensation. This means especially the compensation of directors and members of supervisory boards. Often the compensation schemes are seen as inappropriate, i.e. the executives are paid too much. A particular and important aspect here is how stock option plans are part of the executive compensation. But how do they work? Which options can be chosen? Are those programs beneficial for the company at all? Or may it be that they are at the expense of shareholders? And what are recent compensation trends? We will talk about these issues, thereby reflecting the question: How much should managers earn? This corresponds to a question about justice as well. Let’s take an example. In 2005, it was observed that the average CEO income of U.S. firms is about 435 times higher than the income of employees on the lowest level of these firms. On the other hand, at Deutsche Bank and other financial service firms in Germany demands came up to introduce a salary cap for board members, and in Switzerland there was a referendum in 2013 regarding the question whether such a salary cap should be mandatory. CBS News headlined: “12:1 salary cap fails in Switzerland and that’s good news”. From a management perspective, the important question behind these polar cases is: Is more or less equality better for achieving high productivity and firm performance? What empirical evidence do we have regarding this question? What other considerations may be appropriate to discuss the issue? 	

15:00-15:15	<ul style="list-style-type: none"> • Executive compensation 	<ul style="list-style-type: none"> • An interesting approach, at least from my side, is to frame the topic as part of the inequality/equality debate, which has gained momentum through Thomas Piketty’s bestselling book “Capitalism in the 21. Century” and has now also found its way into the management literature, as the latter two articles in the readings list may indicate. 		
Online Life session	Case discussion	<p>Case study “Executive Compensation”:</p> <ul style="list-style-type: none"> • Please describe the arguments of managerial power theory and its predictions for executive compensation. • What are the risks and benefits of stock option plans and what are possible alternatives? • Find arguments for and against legal regulations for executive compensation. • As an outlook, briefly describe the most recent developments in Volkswagen’s executive compensation system. 	<ul style="list-style-type: none"> • <i>Bebchuk, L., Fried, J. (2004): Pay without performance – The unfulfilled promise of executive compensation, Harvard University Press, pp. 1-9.</i> • <i>Schneider, P. (2013): The managerial power theory of executive compensation. Journal of Financial Service Professionals 67(3), 17-22.</i> • <i>Regarding the Volkswagen case, see company website and press articles in the internet.</i> 	
15:15-15:30	<ul style="list-style-type: none"> • Equality vs. inequality 	<p>Case study “Equality vs. Inequality”:</p> <ul style="list-style-type: none"> • Think about modern states/societies. Would you prefer more or less equality and why? • What equality measures would you suggest? • Are your thoughts on equality/inequality transferable from the societal to the organizational level? • Discuss the idea of a salary cap and look for empirical examples. 	<ul style="list-style-type: none"> • <i>Hadler, M. (2005): Why do people accept different income ratios? A multi-level comparison of thirty countries. Acta Sociologica 48(2), 131-154.</i> • <i>Kiatpongsan, S., Norton, M. I. (2014): How much (more) should CEOs make? A universal desire for more equal pay. Perspectives on Psychological Science 9(6), 587–593.</i> 	
Online Life session	Case discussion	<p>Lecture content:</p> <ul style="list-style-type: none"> • Another (final) topic that is currently on top management’s agenda and that is closely related to corporate governance issues and to the inequality/ equality debate highlighted in the previous session is gender & diversity, being also a hot topic in politics and in the academic literature. Business firms increasingly realize that it is not only a matter of justice between sexes, but also a question of how a company can make sure that it can attract enough talent to face future challenges in the knowledge-based economy. One company which has been a forerunner in this field was Deutsche Telekom, which announced in 2010 that it aspires to have at least 30 % of woman in leadership positions in 2015. Other companies have followed. 	<ul style="list-style-type: none"> • <i>Kelan, E. K. (2018): Men Doing and Undoing Gender at Work: A Review and Research Agenda. International Journal of Management Reviews 20, 544-558.</i> • <i>Robertson, Q., Holmes IV, O., and Perry, J. L. (2017): Transforming research on diversity and firms: A dynamic capabilities perspective. In: Academy of Management Annals 11, 189-216.</i> 	
Friday, 22 May 2020 16:00-17:30	12 Diversity and gender issues in organizations	16:00-16:15 Case study 16:15-17:30 Discussion Life lecture (Exam preparation)		
Online Life session				

After heavy discussions on the subject the German Bundestag voted in March 2015 for a female quota of 30% in German supervisory boards. We will examine the motivations and promises as well as the concerns of such an ambitious gender and diversity policy.

16:00-16:15 • **Glass ceiling effect**

Online Case
Life session discussion

Case study “Glass ceiling effect”:

- What is the so-called “glass ceiling effect”?
- What are reasons for the glass ceiling effect? Find empirical studies to prove your argumentation.
- Find arguments for and against a legal gender quota!

- *Cotter, D. A., Hermsen, J. M., Ovadia S., and Vanneman, R. (2001): The glass ceiling effect. In: Social Forces 80(2), 655-682.*
- *Snyder, R. A., Verderber, K. S., Langmeyer, L., Myers, M. (1992). A reconsideration of self- and organization-referent attitudes as "causes" of the Glass Ceiling Effect. Group & Organization Management 17(3), 260-278.*
- *Jeong, S.-H., Harrison, D. A. (2017): Glass breaking, strategy making, and value creating: Meta-analytic outcomes of women as CEOs and TMT members. In: Academy of Management Journal 60, 1219-1252.*
- *Grant Thornton International Business Report (2014): Women in business - From classroom to boardroom.*

❗ Please note: The following table shows the organisation of the attendance lectures.
The form of the lectures will be adapted to online sessions in due course!

PART 2: COMPETITIVE STRATEGIES IN COMMODITY OLIGOPOLIES (CSCO)

TIME	CASE STUDY	TOPIC	CONTENT	MANDATORY LITERATURE, AND CASES
Friday 29 May 9:30-11:00		1 Theories of oligopolistic competition	<p>Introduction to the course:</p> <ul style="list-style-type: none"> • Learning objectives, overview of lectures, topics covered • Required readings, case studies, proof of performance, support <p>Lecture content:</p> <ul style="list-style-type: none"> • Market mechanism in perfectly competitive markets • Market mechanism in monopolistically competitive markets • Equilibrium in an oligopolistic market • Cournot model of oligopolistic competition • First mover advantage: Stackelberg model • Price competition with homogeneous products: Bertrand model • Price competition with differentiated products • Competition vs. Collusion 	<ul style="list-style-type: none"> • R.S. Pindyck, D.L. Rubinfeld: Microeconomics. 8th edition, Pearson 2012, Chapter 8.1-8.4 (pp. 279-292), Chapter 12.1-12.4 (pp. 451-472).
Friday 29 May 11:30-13:00	<ul style="list-style-type: none"> • Lufthansa • Ryanair • Turkish Airlines 	2 European airline industry	<p>Lead questions for all presenting groups:</p> <ol style="list-style-type: none"> 1. How do you assess the overall attractiveness of the European airline industry? 2. Which trends and changes impact the industry? 3. Describe the market position and competitive strategy of your airline company. 4. How do you evaluate the competitive strategies of your two rival firms? 5. What should be the future competitive strategy of your company? 6. How will the competitive landscape evolve in the coming ten years? Who will be the winners and losers? 	<ul style="list-style-type: none"> • <i>Case study "Lufthansa: Scaling New Heights of Success", Amity Research Centers (2016).</i> • <i>Case study "Ryanair: Navigating the Turbulent European Aviation Market", Amity Research Centers (2017).</i> • <i>Case study "Ryanair: Flying too close to the sun", Ivey Publishing (2019)</i> • <i>Case study "Turkish Airlines: Widen Your World", Harvard Business School (2016).</i>

<p>Friday 29 May 14:00-15:30</p>		<p>3 Typology of strategies in commodity oligopolies</p>	<ul style="list-style-type: none"> • Characteristics of commodity oligopolies • Evasion strategy: Changing the rules of the game • Hardball strategy: Discipline through deterrence • Cooperative strategy: Growing the pie 	<ul style="list-style-type: none"> • Grant, R. M.: Contemporary Strategy Analysis, 8th edition, Wiley 2013, Chapter 10 (pp. 277-291).
<p>Friday 29 May 16:00-17:30</p>	<ul style="list-style-type: none"> • Container shipping 	<p>4 Competition in commodity oligopolies</p>	<p>Case study “Container shipping”:</p> <ol style="list-style-type: none"> 1. How do you assess the attractiveness of the container shipping industry? 2. To which extent is container shipping a commodity oligopoly? What are key success factors? 3. How did the price war in container shipping happen? 4. Which instruments can Maersk Line as the industry leader deploy in order to restore the profitability of the industry? 5. Develop a model for price competition in monopolistically competitive markets (with differentiated products) and calculate the Nash equilibrium based on lecture 1 and the information of the case study “Maersk Shipping: Is the Price Right?”. How useful is such a model in this industry? 6. What should be Maersk Line's competitive strategy going forward? 	<ul style="list-style-type: none"> • <i>Case study "Maersk Line and the future of container shipping" (Harvard Business School, 2012).</i> • <i>Case study "Maersk Shipping: Is the Price Right?" (Columbia Business School, 2013).</i>
	<ul style="list-style-type: none"> • Potash 		<p>Case study “Potash”:</p> <ol style="list-style-type: none"> 1. Describe the market structure and competitive landscape of the global potash industry. How attractive is the industry? To which extent can it be characterized as a commodity oligopoly? 2. What was the development of the potash price over the last 15 years? What were the major drivers of the observed price development? 3. What is the role of regional cartels in the industry? Why are they permitted? How well do they work? What is their impact on supply and prices? What was the effect of the BPC cartel breakup? 4. What was the effect of Potash Corp and Agrium merging to form Nutrien on the competitive landscape of the industry and on the potash price? 5. How will the potash price and the competitive landscape evolve in the coming ten years? Who will be the winners and losers? 	<ul style="list-style-type: none"> • <i>Case study “Punch Up in the Potash Industry (A), (B), (C)” (Ivey Publishing, 2014).</i>

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<p>Friday 5 June 09:30-11:00</p>	<p>5 Introduction to game theory</p>	<ul style="list-style-type: none"> • Cooperative vs. noncooperative games • Constant sum games vs. nonconstant sum games • Dominant strategies, Nash equilibrium, Pareto efficiency • Mixed strategies, maximin strategies • Prisoner's dilemma, battle of the sexes, hawk-dove game, Montmort game • Sequential games and the extensive form • Threats, commitments and credibility • Entry deterrence • Price competition in a duopoly 	<ul style="list-style-type: none"> • R.S. Pindyck, D.L. Rubinfeld: Microeconomics, 8th edition, Pearson 2012, Chapter 13.1-13.7 (pp. 487-516).
<p>Friday 5 June 11:30-13:00</p>	<ul style="list-style-type: none"> • Coca Cola • PepsiCo <p>6 Cola wars</p>	<p>Lead questions for the presenting groups:</p> <ol style="list-style-type: none"> 1. Describe the development of competition in the US / global carbonated soft drinks market over the last 100 years. 2. Which competitive strategies and instruments did your company employ during the cola wars? How did it react to the respective strategic moves of its archrival? 3. What are new challenges for Coca Cola and PepsiCo in the 21st century? 4. Which strategy does your company follow to cope with these new challenges? How does it compare to the strategy of its archrival? 5. Whose strategy will be more successful? Who will win the next round of the cola wars? 	<ul style="list-style-type: none"> • <i>Case study "Cola wars continue: Coke and Pepsi in 2010" (Harvard Business School, 2011).</i> • <i>Case study "Cola wars continue: Coca Cola" (Harvard Business School, 2017)</i> • <i>Case study "Cola wars continue: PepsiCo" (Harvard Business School, 2017)</i>
<p>Friday 5 June 14:00-15:30</p>	<p>7 The emergence of cooperation</p>	<ul style="list-style-type: none"> • Repeated prisoner's dilemma • Axelrod's first and second computer tournament • Characteristics of successful strategies • The evolution of cooperation in a world of egoists • Conclusions for companies and policy makers 	<ul style="list-style-type: none"> • R. Axelrod: Effective choice in the Prisoner's Dilemma, Journal of Conflict Resolution 1980, 24 (1), pp. 3-25. • R. Axelrod: More effective choice in the Prisoner's Dilemma, Journal of Conflict Resolution 1980, 24 (3), pp. 379-403.

<p>Friday 5 June 16:00-17:30</p>	<ul style="list-style-type: none"> • Airlines and antitrust 	<p>8 Competition policy</p>	<p>Case study “Airlines and antitrust”:</p> <ol style="list-style-type: none"> 1. Please describe the history of mergers in the US airline industry and the rationale of the American Airlines-US Airways merger. 2. Describe the process of merger approval in the US. Which frameworks and criteria are used for evaluating a potential merger? Explain the Williamson tradeoff model. 3. Elaborate the arguments in favor and against the approval of the merger of American Airlines and US Airways. 4. What is your conclusion: Should the merger have been approved? 5. What happened? Which agreement was reached? Which actual effects on competition could be observed in the years after the merger? 	<ul style="list-style-type: none"> • <i>Case study “Airlines and Antitrust: Scrutinizing the American Airlines-US Airways Merger” (Harvard Kennedy School, 2015).</i>
	<ul style="list-style-type: none"> • EU versus Google 		<p>Case study “EU versus Google”:</p> <ol style="list-style-type: none"> 1. Describe the market for mobile operating systems and the underlying business ecosystems, and the history of the Android system and how it became the world’s dominant mobile operating system. 2. Which competitive strategies and instruments did Google apply to dominate the market for mobile operating systems? 3. Which legal policies, criteria and arguments does the European Union apply in its allegations against Google? What are the counter-arguments by Google? 4. Describe the historic development of the EU-Google antitrust case. What was the outcome so far? What is the outlook? 5. To which extent do tech giants like Google use their dominating platforms to impose anti-competitive restrictions on their suppliers and partners? 6. How effective are existing antitrust policies to control digital platforms? Should the large tech giants be broken up, as increasingly demanded by some politicians? 	<ul style="list-style-type: none"> • <i>Case study “Google Android in 2018: A changing world order” (Stanford Business School, 2018)</i> • <i>Case study “EU slaps fine on Google” (Amity Research Centers, 2018)</i>

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<p>Friday 12 June 09:30-17:30</p>	<p>9 Commopoly game</p>	<ul style="list-style-type: none"> • Introduction to the commopoly game • Eight rounds of commopoly in four teams (please bring a pocket calculator) • Joint analysis of the game, conclusions • Second game of eight rounds of commopoly (please bring a pocket calculator) • Application of the learnings from game theory and the emergence of cooperation • Joint analysis of the game, comparison between the two games, conclusions 	
<p>Friday 26 June 09:30-11:00</p>	<p>10 Coopetition</p>	<ul style="list-style-type: none"> • The concept of coopetition: business as war and peace • Beyond Porter: The Value Net • The PARTS framework: Players, Added values, Rules, Tactics, Scope 	<ul style="list-style-type: none"> • M. Brandenburger, B.J. Nalebuff: The Right Game: Use Game Theory to Shape Strategy, Harvard Business Review 1995, Jul-Aug, pp. 57-71. • G. Stalk, R. Lachenauer: Hardball: Five Killer Strategies for Trouncing the Competition, Harvard Business Review 2004, April, pp.62-71.
<p>Friday, 26 June 11:30-13:00</p>	<p>• Lafarge-Holcim 11 M&A in oligopolistic markets</p>	<p>Case study "Lafarge-Holcim":</p> <ol style="list-style-type: none"> 1. How do you assess the attractiveness of the global cement industry? To which extent is it a commodity oligopoly? What are key success factors? 2. Describe the market structure and competitive landscape of the global cement industry before the merger? How were Lafarge and Holcim positioned? 3. What was the strategic rationale for the merger from the two companies' perspectives? What were potential risks? 4. How do you assess the antitrust issues regarding the deal? What should be the arguments of the regulators and of the two companies? 5. How do you assess the impact of the merger on the competitive landscape and the future competitive dynamics in the cement industry? 	<ul style="list-style-type: none"> • <i>Case study "Lafarge-Holcim deal: A merger of equals" (Amity Research Centers, 2014).</i> • <i>Case Study "Lafarge Holcim - From a global leader with French roots to a European MNC with global reach" (ESSEC Business School, 2014).</i>

	<ul style="list-style-type: none"> • Bayer-Monsanto merger 		<p>Case study “Bayer-Monsanto”:</p> <ol style="list-style-type: none"> 1. Please give a brief overview of the agriculture industry and the role of agrichemicals and seeds producers within this industry. 2. Describe the market structure and competitive landscape of the global agrichemicals and seeds industry before the announcement of the merger. How were Bayer and Monsanto positioned? 3. What was the strategic rationale for Bayer to acquire Monsanto? How could Bayer justify the high takeover premium of 44 percent? 4. What were key challenges and risks for Bayer acquiring Monsanto? 5. How do you assess the antitrust issues regarding the deal? What were the major concerns of the antitrust authorities? How did the approval process develop? 6. What will be the impact of the Bayer-Monsanto merger on the agriculture industry? Who will benefit or suffer from the merger? 	<ul style="list-style-type: none"> • Case study “Bayer-Monsanto: The challenges of a mega-merger” (Ivey Publishing, 2017). • Case study “Bayer-Monsanto merger: Concerns still abound” (Amity Research Centers, 2018)
<p>Friday 26 June 14:00-15:30</p>	<ul style="list-style-type: none"> • Ridesharing 	<p>12 Business ecosystems (1)</p>	<p>Case study “Ridesharing”:</p> <ol style="list-style-type: none"> 1. Please describe the business model of digital platform-based ride-sharing services. 2. To which extent are ride-sharing platforms winner-takes-all markets? What are drivers for and against market consolidation? 3. Please describe the starting position and development of the three companies Grab, Uber and Go-Jek on the South East Asian market for ride-sharing services. 4. How did the market and competitive landscape for ride-sharing services in South East Asia develop over time? 5. Develop alternative scenarios for the future development of the market for platform-based ride-sharing services in South East Asia and beyond. Which scenario do you consider most likely? Why? 	<ul style="list-style-type: none"> • Case study “Grab vs. Uber vs. Go-Jek: Digital platform-based international competition in South East Asia” (INSEAD, 2018)
<p>Friday, 26 June 16:00-17:30</p>		<p>13 Business ecosystems (2)</p>	<ul style="list-style-type: none"> • What is a business ecosystem? • What are the basic types of business ecosystems? • When is an ecosystem the right governance model? • What are the benefits and drawbacks of business ecosystems? • What are the key steps of designing a business ecosystem? • Why do business ecosystems fail? 	<ul style="list-style-type: none"> • U. Pidun, et al.: Do you need a business ecosystem?, BCG Henderson Institute 2019 • U. Pidun, et al.: How do you design a business ecosystem?, BCG Henderson Institute 2020