# .- Business Strategy and Leadership

## Prof. Christian Stadler

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

This course is concerned with fundamental issues of management. The emphasis will be on the formulation of business strategy and its implementation as well as organizational and leadership issues. Strategy is concerned with answering two central questions: 1) what businesses should we participate in? and 2) how should we compete? Managing an enterprise successfully requires an answer and successful implementation of the conclusions.

Students will learn concepts and frameworks that are useful for analysing and formulating business strategies. Students will also develop skills for identifying managerial issues, finding alternative ways to deal with those issues, and evaluating alternative plans of action. Finally, they will discuss leadership and organizational issues that affect the long-term performance of companies.

Overall, the learning outcome will be an overview of business studies and the development of capabilities to analyze, discuss and develop solutions regarding challenges in business settings.

***COURSE CONTENT***

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| **Introduction**. What is strategy and how does it help organizations and individuals | 0.5 |
| **Business Strategy.** Competitive Analysis. Resource Analysis. Innovation. Blue Ocean Strategy | 1.0 |
| **Corporate Strategy.** Diversification Strategy. International Expansion. | 1.0 |
| **Implementing Strategy.** Strategy Process – Scenario Planning. Crisis and Learning. Change Management and Leadership. | 1.0 |
| **Conclusion**. Managing for the long-term. | 0.5 |
| **Practical class.** Business game | 1,0 |

***READING LIST***

Selected readings from:

Stadler, C., Hautz, J. Matzler, K. von den Eichen, S. Open Strategy Managing Disruption From Outside The C-Suite.MIT Press, 2021.

Grant, R. *Contemporary Strategy Analysis.* Wiley, 2019.

Further readings on specific topics will be indicated during the course.

***TEACHING METHOD***

The course will be developed through class lectures and case studies for specific strategic challenges. Lectures are given using computer presentations that are made available to students. During lectures, many real life examples will be discussed. Case studies are developed in groups.

***ASSESSMENT METHOD AND CRITERIA***

The exam consists of a written exam. The exam lasts 90 minutes and contains 3 open question which require the students to apply their learning to a business situation in the same manner as we do it throughout class. The assessment is intended to provide a sufficiently precise measure of the student’s learning and to offer to the instructor a grasp of the student’s reasoning skills and abilities to analyze business situations.

***NOTES***

Prof. Christian Stadler is available to meet with students after class in the SMEA offices or by appointment (email [Christian.Stadler@wbs.ac.uk](mailto:Christian.Stadler@wbs.ac.uk)).