

334.140 Organizational Design and Strategy 2

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Office Hours: see UGO



Course description

This is a Master-level course in Competitive Strategy. The course draws heavily on insights from Industrial Organization and Strategic Management. This course provides strategic frameworks for managing technology determined business. The main focus is on analytical tools which are critical for the development of a business strategy. These tools can provide a framework for deciding which technologies to invest in, how to change organizations for exploiting technologies and how to anticipate the behaviour of competitors, suppliers, and customers.

Previous knowledge expected (Prerequisites)

Participants are expected to have a good understanding of basics in strategic management.

Objective

This course is intended to provide students with a deeper understanding of the economic analysis of technology dominated markets and organizations

Language of instruction:

This course will be held in English.

Teaching and learning method

The course consists of a mix of group discussions and case studies.

Exam information

Assessment is based on (i) active involvement and participation in class (please note that class attendance is mandatory!) (accounts for 60% of the grade) and (ii) a paper written in groups (accounts for 40% of the grade)

Schedule

TBA

Topics and readings

- **Session 1: Introduction**
No readings required
- **Session 2: Porter's Framework and the Resource-Based-View**
Grant, Robert M.: The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation, in: California Management Review, Vol. 33 (1991) No. 3, S. 114-135
Porter, Michael E.: Towards a dynamic theory of strategy, in: Strategic Management Journal, Vol. 12 (1991), S. 95 – 117

Leonard-Barton, Dorothy: Core Capabilities and core rigidities: a paradox in managing new product development, in: Strategic Management Journal, Vol. 13 (1992), S. 111-125

- **Session 3: Life cycles**

Suarez, Fernando F., and Gianvito Lanzolla. "The Half-Truth of First-Mover Advantage." Harvard Business Review 83, no. 4 (2005): 121-127

Suarez, Fernando F. "Battles for Technological Dominance: an Integrative Framework." Research Policy 33, no. 2 (2004): 271-286

Henderson, Rebecca M.; Clark, Kim B: Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, in: Administrativ Science Quarterly, Vol. 35 (1990), S. 9-30

- **Session 4: Systems, Standards – Living in a network world**

Moore, James F. "Predators and Prey: A New Ecology of Competition." Harvard Business Review 71, no. 3 (1993): 75-86.

Iansiti, Marco. "Strategy as Ecology." Harvard Business Review 82, no. 3 (2004): 68-78.

Shapiro, Carl, and Hal Varian. "The Art of Standards Wars." California Management Review 41, no. 2 (1999): 8-32.

- **Session 5: Architecture, interfaces, modularity**

Afuah, Allan N.; Bahram, Nik: The hypercube of innovation, in: Research Policy, Vol. 24 (1995), S. 51-76

Baldwin, Carliss, and Kim Clark. "Managing in an Age of Modularity." Harvard Business Review 75, no. 5 (1997): 84-93

Chesbrough, Henry W., and David J. Teece. "Organizing for Innovation: When is Virtual Virtuous?" Harvard Business Review 80, no. 8 (2002): 127-135.

- **Session 6: Technological Diskontinuities and dominant Designs**

Anderson, Philip; Tushman, Michael L. [Designs, 1990]: Technological Diskontinuities and dominant Designs: A Cyclical model of technological change, in: Administrativ Science Quarterly, Vol. 35 (1990), S. 604-633

Christensen, Clayton M. "Exploring the Limits of the Technology S-Curve Part II: Architectural Technologies." Product and Operations Management 1, no. 4 (1992): 358-366.

Christensen, Clayton M., and Joseph Bower. "Disruptive Technologies: Catching the Wave." Harvard Business Review 73, no. 1 (1995): 43-53.

- **Session 7: Dynamic capabilities**

Eisenhardt, Kathleen M.; Martin, Jeffrey A. [Capabilities, 2000]: Dynamic capabilities: What are they?, in: Strategic Management Journal, Vol. 21 (2000), S. 1105-1121

Teece, David J.; Pisano, Gary; Shuen, Amy [Capabilities, 1997]: Dynamic Capabilities and Strategic Management, in: Strategic Management Journal, Vol. 18 (1997), No. 7, S. 509-533

- **Session 8: Strategy under uncertainty**

Eisenhardt, Kathleen M., and Donald Sull. "Strategy as Simple Rules." Harvard Business Review 79, no. 1 (2001): 106-116.

Sull, Donald. "Strategy as Active Waiting." Harvard Business Review 83, no. 9 (2005): 120-129.

Eisenhardt, Kathleen M., and Shona L. Brown. "Time Pacing: Competing in Markets That Won't Stand Still." Harvard Business Review 76, no. 2 (1998): 59-69.