



Course Syllabus  
**Management and Strategy**  
**Lecture (04115) and Tutorials (04116)**  
LMU Munich School of Management  
Winter Term 2024/2025

## People and Contacts

Introduction	
Lectures	Prof. Dr. Ingo Weller (HCM), <a href="mailto:weller@lmu.de">weller@lmu.de</a>
Tutorials	Sebastian von Beck (HCM), M.Sc., <a href="mailto:beck.sebastian@lmu.de">beck.sebastian@lmu.de</a> Lea Holzemer (HCM), M.Sc., <a href="mailto:l.holzemer@lmu.de">l.holzemer@lmu.de</a>
Micro Track	
Lectures	Prof. Dr. Helene Tenzer (IM), <a href="mailto:tenzer@lmu.de">tenzer@lmu.de</a> Prof. Dr. Martin Högl (ILO), <a href="mailto:hoegl@lmu.de">hoegl@lmu.de</a>
Tutorials	Prof. Dr. Helene Tenzer (IM), <a href="mailto:tenzer@lmu.de">tenzer@lmu.de</a> Luca Haaks (ILO), M.Sc., <a href="mailto:l.haaks@lmu.de">l.haaks@lmu.de</a> Birke Laubinger (ILO), M.Sc., <a href="mailto:b.laubinger@lmu.de">b.laubinger@lmu.de</a>
Macro Track	
Lectures	Prof. Dr. Jörg Claussen (SOD), <a href="mailto:j.claussen@lmu.de">j.claussen@lmu.de</a> Prof. Dr. Tobias Kretschmer (ISTO), <a href="mailto:t.kretschmer@lmu.de">t.kretschmer@lmu.de</a>
Tutorials	Prof. Dr. Jörg Claussen (SOD), <a href="mailto:j.claussen@lmu.de">j.claussen@lmu.de</a> Prof. Dr. Tobias Kretschmer (ISTO), <a href="mailto:t.kretschmer@lmu.de">t.kretschmer@lmu.de</a>

## Times and Rooms

Lectures: Wednesday, 10:00 – 12:00, B106/M014 (Geschw.-Scholl-Pl. 1)

Tutorials: Monday, 12:00 - 16:00, A022/A017 (Geschw.-Scholl-Pl. 1)

## Registration

You have to register for this course by 24.10.2024 by sending an email to Sebastian von Beck ([beck.sebastian@lmu.de](mailto:beck.sebastian@lmu.de)).

## Important information for older versions of study and exam regulations (PStO)

This course is replacing the formerly offered “Basic Topics in Leadership, HR and International Management” course, which is discontinued. Students studying under a prior PStO can attend this course, as it counts equivalent to the former “Basic Topics in Leadership, HR and International Management” course.

Students attending the course as replacement for “Basic Topics in Leadership, HR and International Management” are advised (not mandatory) to choose the 1st “Micro” track, as this track will resemble the HR, leadership and international management parts of “Basic Topics in Leadership, HR and International Management” most closely.

## Course Description and Main Objectives

This course, jointly organized by Professors Claussen, Högl, Kretschmer, Tenzer and Weller, provides essential basic knowledge for Master students in the specialization “Management and Strategy”.

It consists of two parts, where the second part is organized in two parallel tracks.

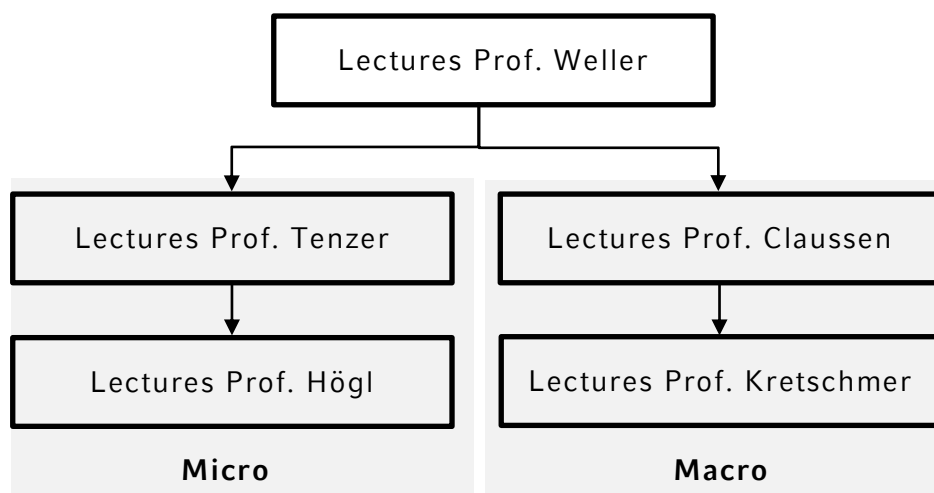
The **Introduction**, Taught by Professor Weller, this course provides an overview of the field of management and strategy, using a micro-macro lens (“Coleman's Boat”) to explain how people and organizations relate to each other. Special attention will be given to the role of context (e.g., regulatory environment, labor market, organizational culture, incentive structure) on individuals’ decisions and behaviors; and to the opportunities and challenges that arise when different actors (e.g., individuals, units) are required to cooperate to create value. This part consists of three units (i.e., three lecture and tutorial units) and leads into the second part, where students are required to choose one of two parallel tracks: Track #1—Micro Track (“Leadership and International Management”) studies the behavior of individuals and teams. Track #2—Macro Track (“Strategy”) studies the behavior of firms.

**Track #1—Micro Track:** The Leadership and International Management track, taught by Professors Högl and Tenzer, explores selected topics of human behavior within organizational contexts, emphasizing key aspects of leadership, teamwork, creativity, innovation, change, and sustainability. It also examines cultural and institutional frameworks in global management, analyzing the impact of diversity on communication, leadership and knowledge sharing in multinational corporations.

**Track #2—Macro Track:** The Strategy track, taught by Professors Claussen and Kretschmer, addresses the question of how firms can implement strategies to create and sustain a competitive advantage. We introduce students to strategy-related theories and apply them to real-life examples especially from technology-intensive industries. We define concepts of competitive advantage and present strategies for firms to achieve and maintain it. Students will learn to analyze the external and internal environment and how functional-level, business-level and corporate-level strategies can shape firm performance.

Note that a decision between Tracks #1 and #2 is mandatory. After the first part students are required to choose one of the two tracks. The tracks will run in parallel.

To choose and register for a track, please participate in the dedicated survey on Moodle.



**Course Structure**

	<b>Introduction</b>	
October 16	Lecture 1 (Weller)	Room B106 for everyone
October 21	Tutorial 1.1 (von Beck)	Room A022
	Tutorial 1.2 (Holzemer)	Room A017
October 23	Lecture 2 (Weller)	Room B106 for everyone
October 28	Tutorial 2.1 (von Beck)	Room A022
	Tutorial 2.2 (Holzemer)	Room A017
October 30	Lecture 3 (Weller)	Room B106 for everyone
November 4	Tutorial 3.1 (von Beck)	Room A022
	Tutorial 3.2 (Holzemer)	Room A017

	<b>Track#1—Micro</b>		<b>Track#2—Macro</b>	
November 6	Lecture 4 (Tenzer)	B106/M014 (tbd)		
November 11	Tutorial 4.1 (Tenzer)	A022/A017 (tbd)	Lecture & Tutorial 4 (Claussen)	A017
November 13	Lecture 5 (Tenzer)	B106/M014	Tutorial 4.1 (Claussen)	M014
November 18	Tutorial 5.1 (Tenzer)	A022/A017	Lecture & Tutorial 5 (Claussen)	A017
November 20	Lecture 6 (Tenzer)	B106/M014	Tutorial 5.1 (Claussen)	M014
November 25	Tutorial 6.1 (Tenzer)	A022/A017	Lecture & Tutorial 6 (Claussen)	A017
November 27	Lecture 7 (Högl)	B106/M014		
December 2	Tutorial 7.1 (Haaks/Laubinger)	A022/A017	Lecture & Tutorial 7 (Claussen)	A017
December 4	Lecture 8 (Högl)	B106/M014		
December 9	Tutorial 8.1 (Haaks/Laubinger)	A022/A017	Lecture & Tutorial 8 (Kretschmer)	A017
December 11	Lecture 9 (Högl)	B106/M014	Tutorial 8.1 (Kretschmer)	M014
December 16	Tutorial 9.1 (Haaks/Laubinger)	A022/A017	Lecture & Tutorial 9 (Kretschmer)	A017
December 18	Lecture 10 (Högl)	B106/M014	Tutorial 9.1 (Kretschmer)	M014
January 13			Lecture & Tutorial 10 (Claussen)	A017
January 15			Tutorial 10.1 (Kretschmer)	M014
January 20			Lecture & Tutorial 11 (Kretschmer)	A017
<b>January 31, 2025</b>	<b>Exam</b>		<b>13:00-17:00; room B201</b>	

## Exam

The exam takes place on January 31, 2025, 13-17. Room B201.

The exam is a 150 minutes written examination. The format is questions and open answers. The exam uses the formal materials of the lectures and the tutorials, with roughly equal weights. All of the distributed readings are relevant. Students will receive additional information regarding the exam as the winter term progresses. Information about or any changes to the exam date, time, and place will be made available and/or confirmed as soon as possible.

## Readings and Materials

We provide all course materials on the Moodle platform

(<https://moodle.lmu.de/course/view.php?id=36389>; registration key "MS@MSoM2425").

Circulation of the files to course outsiders is prohibited.

Some readings are directly relevant for the exam; please study them carefully. Some readings will be used and discussed in class; they are relevant for the exam in that they are helpful or needed to understand and follow the lectures and tutorials.

Mandatory readings (directly relevant for the exam):

- Cowen, A. P., Rink, F., Cuypers, I. R. P., Grégoire, D. A., & Weller, I. (2022). Applying Coleman's boat in management research: Opportunities and challenges in bridging macro and micro theory. *Academy of Management Journal*, 65: 1–10.  
<https://doi.org/10.5465/amj.2022.4001>

Readings used and discussed in class:

- Burkert, S., Tenhiälä, A., Weller, I., & Partanen, J. P. (2024). CEO psychopathy and the gender pay gap. Working Paper.
- Castilla, E. J. (2015). Accounting for the gap: A firm study manipulating organizational accountability and transparency in pay decisions. *Organization Science*, 26: 311–333.  
<https://doi.org/10.1287/orsc.2014.0950>
- Goldin, C. (2014). A grand gender convergence: Its last chapter. *American Economic Review*, 104: 1091–1119. <https://doi.org/10.1257/aer.104.4.1091>
- Leslie, L. M., Manchester, C. F., & Dahm, P. C. (2017). Why and when does the gender gap reverse? Diversity goals and the pay premium for high potential women. *Academy of Management Journal*, 60: 402–432. <https://doi.org/10.5465/amj.2015.0195>

Mandatory reading for Track 1:

- McSweeney, B. (2009). Dynamic diversity: Variety and variation within countries. *Organization Studies*, 30: 933–957. <https://doi.org/10.1177/0170840609338983>
- Cooke, F.L. (2014). Chinese multinational firms in Asia and Africa: Relationships with institutional actors and patterns of HRM practices. *Human Resource Management*, 53: 877–896. <https://doi.org/10.1002/hrm.21612>
- Eskreis-Winkler, L., & Fishbach, A. (2019). Not learning from failure—The greatest failure of all. *Psychological Science*, 30(12), 1733–1744.  
<https://doi.org/10.1177/0956797619881133>
- Hengst, I. A., Jarzabkowski, P., Hoegl, M., & Muethel, M. (2020). Toward a process theory of making sustainability strategies legitimate in action. *Academy of Management Journal*, 63(1), 246–271. <https://doi.org/10.5465/amj.2016.0960>
- Miller, D. T. (1999). The norm of self-interest. *American Psychologist*, 54, 1053–1060.  
<https://doi.org/10.1037/0003-066X.54.12.1053>
- Neeley, T., & Reiche, B. S. (2022). How global leaders gain power through downward deference and reduction of social distance. *Academy of Management Journal*, 65(1), 11–34. <https://doi.org/10.5465/amj.2019.0531>

Readings used and discussed in class:

- Romani, L. (2022). Meeting leadership expectations. In B. S. Reiche, H. Tenzer & A.-W. Harzing (Eds.), *International Human Resource Management, 6th ed.*: 65-68. London: Sage Publications.
- Almond, Ph., Grimshaw, D., & Rubery, J. (2022). CMMCorp–HRM policies in a US MNC's global subsidiaries. In B. S. Reiche, H. Tenzer & A.-W. Harzing (Eds.), *International Human Resource Management, 6th ed.*: 100-103. London: Sage Publications.
- Björkman, I., Evans, P., Pucik, V., & Minbaeva, D. (2018). Spurring innovation through global knowledge management at Procter & Gamble. In B. S. Reiche, A.-W. Harzing & H. Tenzer (Eds.), *International Human Resource Management, 5th ed.*: 351-354. London: Sage Publications.

Mandatory reading for Track 2:

- Charles W. L. Hill, Melissa A. Schilling (2024): Strategic Management: Theory & Cases: An Integrated Approach, 14th Edition
- The four academic papers for the tutorial discussions will be announced later