



# Sustainable Management (previously Strategy and Leadership)

Winter Term

Institute:	Institute of Strategic Management
Lecturer:	Prof. Dr. Anja Tuschke
Assistant:	Assistants change annually
Weekly hours:	4h (2h Lecture + 2h Tutorial)
Credits	6 ECTS
Examination:	Written exam (120 min)
Prerequisites:	none
Course Material:	Course materials can be found on Moodle (online)

## Course Description & Main Objectives

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The course offers an advanced understanding of strategy, leadership, and governance in the context of sustainable management. It explores structural and behavioral factors influencing strategy development, including leadership dynamics (e.g., top management), control structures (e.g., boards), external dependencies, and the role of bounded rationality in decision-making. Students are introduced to key theories and concepts related to advanced topics in strategy, leadership, and governance. Through case studies, they connect theoretical insights to practical managerial challenges and apply their knowledge to address contemporary issues in sustainable management.

The course equips students with advanced skills to analyze, design, and implement sustainable business strategies. It enables them to engage effectively in contemporary academic discussions within the field. Additionally, students enhance their critical thinking, communication, and teamwork abilities from the perspective of senior organizational decision-makers, gaining a deeper understanding of the interconnections between strategy and leadership.

The course consists of regular lectures and tutorials with a duration of 2 hours each. The lecture introduces central concepts, theories, and phenomena of “Strategy and Leadership” discussing their connection with practice. The tutorial deepens lecture insights by applying case studies.



# Lectures Overview / Course Outline

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The course consists of a regular lecture and tutorial with a duration of 90 minutes each. The lecture introduces central concepts, theories, and instruments of strategic management. The tutorial deepens students' understanding of strategic management by applying these concepts, theories, and instruments to practice-related problems with the help of case studies.

Lecture 1: Introduction

Lecture 2: The Path to Firm Growth

Lecture 3: Growth Strategies

Lecture 4: Digital Strategies

Lecture 5: Firms as Prisoners in an Iron Cage

Lecture 6: Recognizing and Managing Dependencies

Lecture 7: Mid-course Wrap-up & Remaining Lecture Content

Lecture 8: Leaders and Leadership

Lecture 9: The Influence of Boards

Lecture 10: Celonis x Deloitte on Using Process Mining to Turn Data Into Insights for Strategy and Leadership

Lecture 11: Behavioral Decision Making

Lecture 12: Course Summary & Q&A

## Literature

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### Compulsory Readings

Hoskisson, R. E. / Hitt, M. A., Wan, W. P. / Yiu, D. (1999). Theory and Research in Strategic Management: Swings of a Pendulum. *Journal of Management*, 25(3), 417-456.

Canals, J. (2001): How to think about corporate growth, in: *European Management Journal*, Vol. 19 (6), p. 587-598.

O'Reilly, C.A. & Tushman, M.L. (2004). The ambidextrous organization, *Harvard Business Review*, 82(4): p. 74-83

Menz, M., Kunisch, S., Birkinshaw, J., Collis, D. J., Foss, N. J., Hoskisson, R. E., & Prescott, J. E. (2021). Corporate Strategy and the Theory of the Firm in the Digital Age. *Journal of Management Studies*, 58(7), 1695-1720.

DiMaggio, P. J. and Powell, W. W. (1983): The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields, in: *American Sociological Review*, Vol. 48 (2), p. 147-160.

Hillman, A. / Withers, M.C. / Collins, B.J. (2009). Resource Dependence Theory: A Review, in: *Journal of Management*, 35(6), p. 1404-1427.

Ulrich, D., Barney, J. (1984): Perspectives in Organizations: Resource Dependence, Efficiency, and Population, in: *Academy of Management Review*, Vol. 9 (3), p. 471-481.

Eisenhardt, K. M., Kathwajy, J. L., Bourgeois, L. J. (1997). How management teams can have good fight. *Harvard Business Review*, Vol. 75 (4): 77-85.

Hillman, A., and Dalziel, T. (2003). Boards of Directors and Firm Performance: Integrating Agency and Resource Dependence Perspectives. *Academy of Management Review*, 28 (3): 383-396.

### **Non-Compulsory Readings**

Birkinshaw, J. & Gibson, C. (2004) Building ambidexterity into an organization. in: *MIT Sloan Management Review*, 45: p. 47-55.

Chatterjee, S. (2009): The Keys to Successful Acquisition Programmes, in: *Long Range Planning*, 42, p. 137-163.

Hayward M. (2002): When do Firms Learn from their Acquisition Experience? Evidence from 1990–1995, in: *Strategic Management Journal* 23(1), p.21–39.

Laamanen, T. / Keil, T. (2008): Performance of Serial Acquirers: Toward an Acquisition Program Perspective, in: *Strategic Management Journal*, 29(6), p. 663-672.

March, J.G.(1991) Exploration and Exploitation in Organizational Learning. in: *Organization Science*, 2(1): p. 71-87

Ramanujam, V. / Varadarajan, P. (1989): Research on Corporate Diversification: A Synthesis, in: *Strategic Management Journal*, 10 (6), p. 523-551.

Dowling, J. and Pfeffer, J. (1975): Organizational Legitimacy: Social Values and Organizational Behavior, in: *Pacific Sociological Review*, p. 122-136.

Meyer, J. W. and Rowan, B. (1977): Institutionalized Organizations: Formal Structure as a Myth and Ceremony, in: *American Journal of Sociology*, Vol. 83(2), p. 340-363.

Sanders, W. M. G. and Tuschke, A. (2007): The Adoption of Institutionally Contested Organizational Practices: The Emergence of Stock Option Pay in Germany, in: *Academy of Management Journal*, Vol. 50(1), p. 33-56.

Suchman, M. C. (1995): Managing Legitimacy: Strategic and Institutional Approaches, in: *Academy of Management Review*, Vol. 20(3), p. 571-610.

Suddaby, R., Bitektine, A., and Haack, P. (2017): Legitimacy. *Academy of Management Annals*, Vol. 11(1), p. 451–478.



Tuschke, A., Sanders, G., Hernandez, E. (2014). Whose Experience Counts in the Boardroom. The Effects of Experiential and Vicarious Learning on Emerging Market Entry. *Strategic Management Journal*, 35 (3). 398-418.

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Daily, C. M., Dalton, D. R., and Cannella Jr., A. A. (2003). Corporate Governance: Decades of Dialogue and Data. *Academy of Management Journal*, 28(3): 371-382.

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Forbes, D. P., and Milliken, F. J. (1999). Cognition and Corporate Governance: Understanding Boards of Directors as Strategic Decision-Making Groups. *Academy of Management Journal*, Vol. 24(3): 489-505.

Johnson, J. L., Daily, C. M., Ellstrand, A. E. (1996). Boards of Directors: A Review and Research Agenda. *Journal of Management*, 22(3): 409-438.