



Seminar in Business Policy and Strategy

Introductory Session

Lecturer: Prof. McKinley, PhD

University of Zurich, 2015

Introduction by Christian Vögtlin

christian.voegtlin@uzh.ch



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Introduction



Basic concepts of strategic management

The word „strategy“ has its roots in the Greek language:

- Stratos (army)
- Agein (leading)

- Strategy is a set of planned steps an organization puts forward in order to achieve its long-term goals (Welge, Al-Laham, 2003, p. 13)

Welge, Al-Laham, 2003



Basic concepts of strategic management

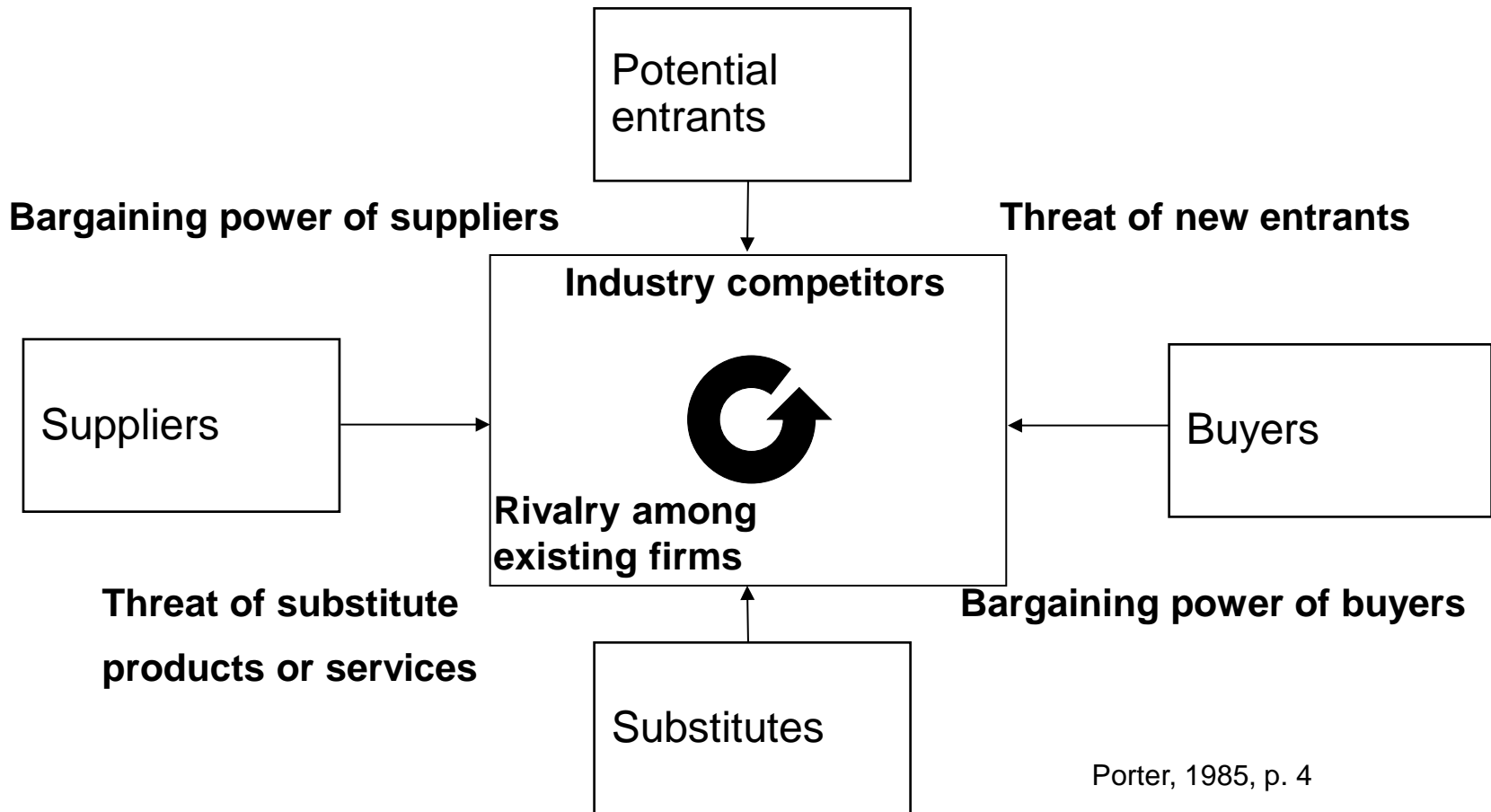
Strategic goals – to generate (sustainable) competitive advantages

Position in the market (Market-based-view)

Organizational resources (Ressource-based-view)



Industry competition



Porter, 1985, p. 4



Generic strategies

Overall cost leadership

Differentiation

Focus



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Presentation, seminar paper and administrative details



Important facts

Deadline for module booking: March 13, 2015; only those of you shall book the module that volunteered for a theme

3 ECTS points that can be credited to MA: BWL 5 and Seminare Management and Economics

Study the texts (see syllabus)!

Deadline for submitting your paper is May 1, 2015, at the latest

Don't answer the questions separately but create an integrated narrative

No co-authoring, but same industry possible

20-25 pages text, double space, 12 point Times New Roman (without references, table of content,...).

If you send it as a word file, make sure it is compatible to Word 2003



Important facts

Send paper to William McKinley (decline@siu.edu) and to Christian Vöggtlin (christian.voegtlin@uzh.ch)

Class meetings: May 8, 15, 22, 29 from 10am to 6pm

Grading: Paper: 50%/ Presentation: 25%/ Participation: 25%

Paper presentations 30min each

Prof. McKinley insists on participation

Avoid plagiarism!

You will find further information on Prof. McKinley's homepage:

<http://www.business.uzh.ch/professorships/management/lehre.html>



Examples of industries

Swiss private banking industry, commercial banking industry
watch-making industry,
pharmaceutical industry, chemical processing industry
insurance industry, real-estate industry, consulting industry
food processing industry,
hotel industry, tourism industry,
airline industry, rail industry,
newspaper industry, TV broadcasting industry, mobile phone industry
construction industry, building materials industry,
commodities industry (e.g., metals and oil trading),
gold refining industry,
weapons manufacturing industry



Distribution of themes and participants

Assignment of industries: Please indicate preferences from 1 to 3
please send me an email with the industries you would be interested in.
Assign them priorities from 1 to 3, whereas 1 indicates the most
interesting theme for you. Send them to me till Friday this week
Prof. McKinley will then make the final decision and send you the results.



How to cite literature

AMR Style-Guide: <http://aom.pace.edu/amr/AMRstyleguide.pdf>

In-text citation:

- Cite in text in brackets the name of the author(s) and the year of publication (additionally include page range), e.g. (McKinley & Scherer, 2000: 7).
- Direct quotes in quotation marks with original reference and page

Reference list at the end of the paper:

McKinley, W. & Scherer, A. G. 2000. Some unanticipated consequences of organizational restructuring. *Academy of Management Review*, 25(4): 735-752

Important is a consistent design!



How to find relevant literature

Handbooks and books for general introduction into the theme can be found in the University library or are available at the Chair of Prof. Scherer

Important journals in business administration and management are (among others):

- Academy of Management Review (AMR), Academy of Management Journal (AMJ), Administrative Science Quarterly (ASQ), Die Betriebswirtschaft (DBW), Die Unternehmung (DU), Harvard Business Review (HBR), Harvard Manager, Journal of International Business Studies (JIBS), Journal of Management Studies (JMS), Management International Review (mir), Organization, Organization Science (OS), Organization Studies (Org.Stud.), Strategic Management Journal, Zeitschrift für Betriebswirtschaft (ZfB), Zeitschrift Führung + Organisation (zfo), Zeitschrift für betriebswirtschaftliche Forschung (zfbf).



Literature research

Main electronic resources:

- Look directly for electronic journals
- EBSCO (Business Source Premier)
- ISI Web of Knowledge (isiknowledge.com/)
- JSTOR
- Google Scholar (<http://scholar.google.de/>)



References – Scientific writing

Bänsch, A. 2003. Wissenschaftliches Arbeiten: Seminar- und Diplomarbeiten, 8. Auflage, München: Oldenbourg.

Huff, A. S. 1999. Writing for scholarly publication, Thousand Oaks, USA: Sage.

Huff, A. S. 2009. Designing research for publication, London: Sage.

Sachs, S. & Hauser, A. 2002. Das ABC der betriebswirtschaftlichen Forschung: Anleitung zum wissenschaftlichen Arbeiten, Zürich: Versus.

Theisen, R. 2002. Wissenschaftliches Arbeiten: Technik-Methodik-Form, 11. Auflage, München: Vahlen.

For further guidelines on how to write scientific papers, please refer to the download box on our homepage:

<http://www.business.uzh.ch/professorships/as/themenliste.html>



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IV. Questions?



References

Porter, M.E. (1985): Competitive Advantage, New York.

Welge, M.K., Al-Laham, A. (2003): Strategisches Management: Grundlagen-Prozess-Implementierung, 4. Auflage, Wiesbaden.



Thank you for your attention!