

7.1. Structuring of the Teamwork



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| 1. | Introduction: Analyse the basic data, the history, the situation and the actual strategy | 2 members
/Plenum: 15 min |
| 2. | Define the strategic objectives for each of the four perspectives of a BSC | Groups:/Plenum:
30 + 30 min |
| 3. | Define the metrics to measure how the objective is achieved | Plenum: 30min |
| 4. | Discuss and define the strategic initiatives or actions in order to reach the objectives | Groups/Plenum:
30 + 30 min |
| 5. | Final Discussion | Plenum: 15 min
Total: 3:00 hours |

Business Strategies – Building a Strategy Map and a BSC

- Message from Bob Kaplan himself.....



Business Strategies – Main Literature

1. Besanko, D./Drannove, D./Shanley, M./Schaefer, S.: Economics of Strategy, 6th ed., Singapore 2013
2. **Campbell, D. / Stonehouse, G./ Houston, B.: Business Strategy – An Introduction; 2nd ed., London/New York 2017**
3. Collins, J.: Good to Great, New York 2001
4. Frynas, J.G./ Mellahi, K.: Global Strategic Management, 3rd ed., Oxford 2015
5. Hofstede, Geert / Hofstede, Gert Jan.: Lokales Denken, globales Handeln. Interkulturelle Zusammenarbeit und globales Management; München 2011
6. Kaplan R.S./ Norton D.P. The Execution Premium – Linking Strategy to Operations for Competitive Advantage, HBS Publishing, Boston 2008
7. Motohashi, K.: Global Business Strategy - Multinational Corporations Entering into Emerging Markets; ebook, Springer 2015
8. Peters, Th. J./Waterman, R.H.: In Search of Excellence, New York 1984
9. Porter, M.: Competitive Strategy, Free Press 1980
10. Porter, M.: „How Competitive Forces Shape Strategy“, in: Harvard Business Review, Vol.59, pp137-145, May 1979
11. Steinmann, H./ Schreyögg, G./ Koch, J.: Management – Grundlagen der Unternehmensführung, Wiesbaden 2013
12. Steers, Richard M., Nardon, Luciana und Sanchez-Runde, Carlos (2013). Management across Cultures. Developing Global Competencies. Cambridge: Cambridge University Press.
13. Viardot, E.: The Timeless Principles of Successful Business Strategy – Corporate Sustainability as the New Driving Force, 2nd ed., Springer Germany 2017

“Business Strategies Part II – How and why Management Decisions are taken?”

Thank you for your attendance!

