Managing Growth
Spring Semester 2016
Master in Management
GSEM – University of Geneva

SYLLABUS

<table>
<thead>
<tr>
<th>Faculty:</th>
<th>Prof. Sebastian Raisch</th>
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<tr>
<td>Email:</td>
<td><a href="mailto:Sebastian.Raisch@unige.ch">Sebastian.Raisch@unige.ch</a></td>
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<tr>
<td>When/where:</td>
<td>Wednesdays, 16:15 – 20:00,</td>
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<tr>
<td></td>
<td>Room PS04 (at Uni Pignon)</td>
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<tr>
<td>Assistant:</td>
<td>Sebastian Krakowski</td>
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<td>Assistant:</td>
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<td>Language:</td>
<td>English</td>
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<tr>
<td>Number of ECTS credits:</td>
<td>6</td>
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<td>Evaluation:</td>
<td>Group presentation (50%) and Final Test (50%)</td>
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Course Overview

The course centers on the discussion of firms’ balanced growth paths and how managers can actively shape the organization to achieve such sustainable corporate development. We identify key managerial issues related to sustainable growth and explore the interactions between aspects of growth, organization, and leadership.

The course presents new theoretical concepts and empirical research findings related to the areas of strategy, organization, and leadership. Based on case studies, managerial issues are discussed and lessons learned are drawn in groups.

We address six main topics:

- **Growth Objectives**: Why growth is important. The limits and risks of low and high growth. The optimal growth rate of the firm.
- **Growth Modes**: The benefits of organic growth. Different types of innovation and how they contribute to organic growth. Synergistic growth initiatives.
- **Growth Crises**: The challenges and opportunities associated with economic crises. Prevention versus promotion measures in the pursuit of growth.
- **Organizing for Growth**: How the dual growth requirements of innovation and efficiency can be balanced in organizations. How different organization designs support or hinder profitable growth.
- **Leading for Growth**: The role of leadership for sustainable development and long-term performance of the firm. How to compose effective leadership teams.

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Learning Objectives

The main objective of this course is to understand the strategic, organizational, and leadership challenges related to managing corporate growth and development. Specifically, the students will develop their understanding of corporate strategy with respect to the six core topics, and apply the theoretical concepts to real-life situations.

Soft skills developed

The *Strategy in Action* program will call on the students to independently structure and coordinate their analyses in a group setting. This teamwork component will help them develop their interpersonal skills as well as their team management skills. Additionally, they will hone their presentation skills, as they are asked to effectively communicate their findings in a professional presentation.

Course Schedule

The course is structured along the core themes presented above. Each core theme is discussed in theory-based lectures and case-based practical exercises. Prior reading of the case studies and texts is indispensable for following this course.

The content courses are complemented by the *Strategy in Action* program, during which participants apply the theoretical approaches to a real-life company context. The projects call on the participants to conduct independent analyses and give professional presentations on issues of growth objectives, paths, and modes.

| Introduction | February 24  
16:15 – 20:00 | Lecture  
Short Case + Examples  
Course Preparation:  
Short Case: *ArcelorMittal* |
| Growth Objectives | March 2  
16:15 – 20:00 | Lecture  
Short Case + Examples  
Course Preparation:  
Text: *Logic of Failure* |
| | March 9  
16:15 – 20:00 | *Strategy in Action*  
Group Work (in class)  
Work outside class on group assignment |

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<tr>
<th><strong>Growth Paths</strong></th>
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| March 16 16:15 – 20:00 | Lecture | Course Preparation:  
Case: *Kempinski*  
Text: *Growth Outside the Core* |
| March 23 16:15 – 20:00 | *Strategy in Action*  
Group Work (in class) | Work outside class on group assignment |

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<tr>
<th><strong>Growth Modes</strong></th>
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| April 6 16:15 – 20:00 | Lecture | Course Preparation:  
Case: *Intel*  
Text: *Innovating for Shared Value* |
| April 13 16:15 – 20:00 | *Strategy in Action*  
Group Work (in class) | Work outside class on group assignment |

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<tr>
<th><strong>Strategy in Action</strong></th>
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| April 20 16:15 – 20:00 | Meet the Growth Champions  
Guest Speakers +  
Panel Discussion | Work outside class on group assignment |
| April 27 16:15 – 20:00 | *Strategy in Action*  
Group Presentations  
(50% of final grade) |  |

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<th><strong>Growth Crises</strong></th>
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| May 4 16:15 – 20:00 | Lecture | Course Preparation:  
Case: *Singapore Airlines*  
Text: *Moving Upward in a Downturn* |

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Organizing for Growth

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<th>Date</th>
<th>Time</th>
<th>Session Details</th>
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<tr>
<td>May 11</td>
<td>16:15 – 20:00</td>
<td>Lecture</td>
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<td>Case</td>
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<td>Course Preparation:</td>
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<td>Case: BMW</td>
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<td>Text: Ambidextrous Organization</td>
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Leading for Growth

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<td>May 18</td>
<td>16:15 – 20:00</td>
<td>Lecture</td>
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<td>Case</td>
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<td>Course Preparation:</td>
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<td>Case: GE Money Bank</td>
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<td>Text: The Leadership Team</td>
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Conclusion

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<th>Date</th>
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<th>Session Details</th>
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<tr>
<td>May 25</td>
<td>16:15 – 18:15</td>
<td>Course Wrap-up</td>
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<td>Final Test (50% of final grade)</td>
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<td>Course Preparation:</td>
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<td>Prepare for Final Test (covering sessions May 4 to 18)</td>
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Course Evaluation / Strategy in Action

Strategy in Action

Aside from the course teachings, case studies, and guest lectures, this course contains a Strategy in Action program. The purpose of this program is twofold: (1) it allows participants to immediately apply their learning and (2) it allows us to evaluate participants directly on their learning. Strategy in Action is a group assignment and accounts for 50% of the final grade.

The assignment requires groups of students to analyze the growth strategy of a real-life company. The program takes place during the first half of the course and deals with issues related to growth objectives, growth paths, and growth modes. The groups work on the assignment partly in class, partly outside class. During the in-class work, the course teacher and the course assistants are available to coach teams and respond to their questions. The outcome of the assignment is a 20-minute in-class group presentation, which takes place on April 27, 2016. Please also send the presentation file (PPT or PDF) to Steffen.Nauhaus@unige.ch prior to that date.

Final Test

The final test takes one hour and covers the material from sessions 10, 11 and 12 (i.e., May 4 to 18). It accounts for 50% of the final grade and is taken in class on May 25, 2016. It is a closed-book test, but dictionaries are permitted.

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**Final Grade**

The final grade is composed of the group assignment (50% of the final grade) and the final test (50% of the final grade), which both imply the application of theoretical concepts and tools to specific industry and/or company cases. Three main criteria are used for the evaluation: (1) the quality and completeness of the response; (2) the link between theory and practice; and (3) the form and structure of the presentation.

**Course Readings**

Participants in the course are expected to have a basic understanding of strategic management core topics and tools. It is therefore recommended that students take the “Strategic Management” course prior to participating in the Managing Growth course. For students with limited prior expertise of strategic management, we provide two texts (“What is strategy?” by M. Porter and “Managing Strategy and Strategic Planning” by R. W. Griffin) on Chamilo, which should be helpful for understanding the fundamental issues and concepts of strategic management.

Unless indicated otherwise, the following cases and texts are mandatory material to be studied prior to the course (all provided on Chamilo):

**February 24, 2016**


**March 2, 2016**


**March 16, 2016**

- Koeppen, B. & Raisch, S. 2015, *Phoenix Rising: Kempinski’s Rebirth as a Luxury Hospitality Group*, University of Geneva Case Study

**April 6, 2016**

- *Intel Case* (preparatory readings online; more information in class)

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May 4, 2016


May 11, 2016


May 18, 2016


Further non-mandatory (but certainly helpful) readings:


Additional complementary readings as well as the solutions to the case discussion sessions are made available to participants during the course.

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Managing Growth is an interactive, case-based class. Active participation in case discussion is absolutely necessary if learning is to take place. Class participation helps to develop an understanding of the actual situation faced by decision makers and to develop insights, alternative courses of action, and analyses that are not inherently obvious. Case discussions also present an opportunity to apply course frameworks to business situations. Class participation includes class attendance, frequency of participation, and quality of participation. Effective participation requires a thorough reading of the cases and texts, and a good deal of thought about the specific case situations prior to coming to class. Students are expected to both attend class and participate actively in the theory and case discussions.

Course Faculty

Sebastian Raisch is Vice Dean and Professor of Strategy at GSEM, University of Geneva. He earned a Ph.D. from the University of Geneva and an Habilitation from the University of St. Gallen. Prior to life in academia, he was a strategy consultant, working in different European countries. Sebastian’s current research concerns corporate growth, strategic decision-making, and strategic renewal within multinational firms. His research has been published in leading journals including the *Academy of Management Journal*, *Harvard Business Review*, *Journal of Management*, *Journal of Management Studies*, and *Organization Science*. He has won multiple awards for excellence in research and teaching. Sebastian has conducted research and consulted top managers at leading companies such as BMW, Deutsche Bank, General Electric, Nestlé, Siemens, and Volkswagen. Contact: Sebastian.Raisch@unige.ch; 022 379 8801; M3329

Sebastian Krakowski is a Ph.D. student and teaching assistant at GSEM since 2014 and a research associate at the Center for Organizational Excellence (CORE), University of St. Gallen. He has studied and worked in Sweden and Switzerland. His research relates to the application of economics and computer science in management. Contact: Sebastian.Krakowski@unige.ch; 022 379 8586; M3336

Steffen Nauhaus is a Ph.D. student and teaching assistant at GSEM since 2015. Before joining GSEM, he has worked at the European Securities and Markets Authority (ESMA) in Paris and the German Institute for Economic Research in Berlin. His research interests include applied economics, big data, and strategy. Contact: Steffen.Nauhaus@unige.ch; 022 379 9582; M3336

Jonathan Schad is a Ph.D. student and a teaching assistant at GSEM since 2011 and a research associate at the CORE. Before joining the team he studied and worked for several years in different European and Asian countries. Jonathan’s research concerns the management of paradoxes in multinational firms. Contact: Jonathan.Schad@unige.ch; 022 379 9020; M3336

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This syllabus document was last updated on February 12, 2016. It may be subject to change during the course. Students will be informed about any changes in due course.

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