EBERHARD KARLS
UNIVERSITÄT
TÜBINGEN

Faculty of Economics and Social Sciences

School of Business and Economics
Chair of Strategy
Prof. Dr. Timo Sohl

Master Seminar "Advanced Topics in Strategy (B570)"

Summer Term 2026

I. Type of seminar

In this seminar, students examine fundamental topics in Strategy. The seminar prepares students for writing a master's thesis in Strategy by equipping them to critically analyze relevant research and independently conduct academic work. This will be supported by an obligatory workshop on academic research and short presentations of each student's current state of the term paper ("research plan presentation").

II. Registration

Students must register via alma until April 19, 2026. Participation is limited to 12 students. If more than 12 students register by the deadline, preference will be given to those students who have successfully completed "B470 Corporate Strategy: M&A and Divestitures" and/or "B471 Competitive Strategy".

Students accepted for participation in the master seminar will be informed on Monday, April 20, 2026. Accepted students must attend the kick-off meeting to secure their place in the seminar.

III. Seminar paper

You will write a literature-based term paper and present the main results of your written work in a seminar session. This will help you deepen your understanding of part of the literature and practice your writing and presentation skills.

In your paper, you should:

- Formulate your research question and explain what the desired contribution of your paper is. How do you think you will contribute with your paper beyond existing literature? Why is that interesting? If you are starting from an empirical phenomenon, think about why what is known from existing literature provides an incomplete understanding of the phenomenon.
- Summarize and review the existing literature related to what you are studying. Note that you should focus your review on building the basis for your theoretical analysis.
- If possible, document some basic facts about the phenomenon you are studying.
- Craft logical arguments to convince the reader of your position and ideas.
- You can outline the research design that could be used to test your arguments and describe how your key constructs could be operationalized in an empirical context.

Interested students can conduct independent empirical work as an alternative to a literature-based, conceptual paper. However, students should be able to independently download data and use statistical software (e.g., Stata) needed for data analysis. If your paper is empirical, you should describe the research design, data, and results. You also must submit together with your term paper the data and code (quantitative approach) or interview dates and, if possible, names and positions of interviewed managers (qualitative approach) for verification.

All papers must build on existing literature (cite the relevant papers and explain how you build on and go beyond them), motivating why you think your study is interesting, and justifying your approach.

IV. Topics

The objective of this seminar is to familiarize students with empirical research in the field of Strategy. The tentative table below outlines the topics covered, alongside empirical papers that will serve as a starting point for your analysis. Additional information regarding these topics will be provided to registered and accepted participants during the kick-off meeting. Topic allocation will also take place at this meeting using a randomized "lottery method," where students will select their preferred subjects in drawn order. Alternatively, students are welcome to propose their own topics during the kick-off, provided they align with the overarching theme of the seminar.

A. Topics in Competitive Strategy

1. Value creation
    - Adner, R., & Kapoor, R. (2010). Value creation in innovation ecosystems: How the structure of technological interdependence affects firm performance in new technology generations. *Strategic Management Journal*, *31*(3), 306-333.
2. Rivalry
    - Flammer, C. (2015). Does product market competition foster corporate social responsibility? Evidence from trade liberalization. *Strategic Management Journal*, *36*(10), 1469-1485.
3. Real option value
    - Belderbos, R., Tong, T. W., & Wu, S. (2019). Multinational investment and the value of growth options: Alignment of incremental strategy to environmental uncertainty. *Strategic Management Journal*, *40*(1), 127-152.
4. Industry evolution
    - Ozalp, H., Eggers, J. P., & Malerba, F. (2023). Hitting reset: Industry evolution, generational technology cycles, and the dynamic value of firm experience. *Strategic Management Journal*, *44*(5), 1292-1327.

B. Topics in Corporate Strategy

5. M&A
    - Boyacıoğlu, B., Özdemir, M. N., & Karim, S. (2024). Acqui-hires: Redeployment and retention of human capital post-acquisition. *Strategic Management Journal*, *45*(2), 205-237.
6. Divestitures
    - Chen, S., & Feldman, E. R. (2018). Activist-impelled divestitures and shareholder value. *Strategic Management Journal*, *39*(10), 2726-2744.
7. Spin-outs
    - Agarwal, R., Echambadi, R., Franco, A. M., & Sarkar, M. B. (2004). Knowledge transfer through inheritance: Spin-out generation, development, and survival. *Academy of Management Journal*, *47*(4), 501-522.
8. Resource redeployment in multiunit firms
    - Chauvin, J., & Poliquin, C. (2024). Supply-side inducements and resource redeployment in multiunit firms. *Strategic Management Journal*, *45*(5), 939-967.
9. Shock transmission in multiunit firms
    - Giroud, X., & Mueller, H. M. (2019). Firms’ internal networks and local economic shocks. *American Economic Review*, *109*(10), 3617-3649.

C. Topics in Stakeholder Strategy and CSR

10. Stakeholder orientation and innovation
    - Flammer, C., & Kacperczyk, A. (2016). The impact of stakeholder orientation on innovation: Evidence from a natural experiment. *Management Science*, *62*(7), 1982-2001.
11. Stakeholder orientation and divestitures
    - Bettinazzi, E. L., & Feldman, E. R. (2021). Stakeholder orientation and divestiture activity. *Academy of Management Journal*, *64*(4), 1078-1096.
12. Shareholder activism and CSR disclosure
    - Flammer, C., Toffel, M. W., & Viswanathan, K. (2021). Shareholder activism and firms' voluntary disclosure of climate change risks. *Strategic Management Journal*, *42*(10), 1850-1879.
13. CSR and firm performance
    - Flammer, C. (2015). Does corporate social responsibility lead to superior financial performance? A regression discontinuity approach. *Management Science*, *61*(11), 2549-2568.
14. Climate adaptation strategy
    - Li, X. (2025). Physical climate change exposure and firms' adaptation strategy. *Strategic Management Journal*, *46*(3), 750-789.

V. Dates

Date	Activity	Room
Until April 19, 2026	Registration via ALMA	
April 20, 2026	Notification about acceptance	
Wednesday, 22.04.2026 9:00 – 13:00 c.t.	Kick-off meeting (mandatory): - Topic assignment - Workshop on academic writing	U006, Nauklerstr. 47
Tuesday, 19.05.2026 9:00 – 17:00 c.t.	Research plan presentation & feedback session	Seminarraum E04, Mohlstr.
Wednesday, 24.06.2026 By noon (12:00) s.t.:	Submission of term paper (upload in ILIAS)	
Tuesday, 07.07.2026 9:00 – 18:00 c.t.	Feedback session – meetings will be coordinated individually	Seminarraum E04, Mohlstr.
Friday, 17.07.2026 19:00 s.t.	Upload of presentation in ILIAS	
Monday, 20.07.2026 9:00 – 18:00 c.t.	Final presentations (mandatory)	Seminarraum E 04, Mohlstr.

VI. Course credit

Students can obtain course credit (9 ECTS). Prerequisites for obtaining course credit are attendance at all mandatory sessions, timely submission of the term paper (maximum 12 pages of text including graphics and tables), and presentation of the project in the seminar. The term paper must be submitted in both MS Word and PDF format.

The final grade consists of 50% from the term paper and 50% from the final presentation and seminar participation. Grades will be announced at the end of the seminar.