



B471 Competitive Strategy

Syllabus (Summer term 2026)

Instructor: Prof. Dr. Timo Sohl

Content

This module examines how firms operate and interact within product and factor markets. It explores key questions such as: How do firms create and sustain competitive advantage? How do businesses interact with one another and with their environment? How do resources and capabilities shape firm development? The module presents competitive strategy through both theory and hands-on applications.

Learning target

Students gain a deep understanding of the core concepts and frameworks in competitive strategy. They develop the advanced tools, skills, and insights required to assess and formulate successful strategies that support sustainable business performance. The module equips students to analyze market attractiveness and industry dynamics, evaluate a firm's resource base, and examine strategic positioning and business models.

Topics

1. Industry analysis
 - a. Competitive forces and strategic groups
 - b. Industry life cycle and competitive strategy
2. Internal analysis
 - a. Resources and capabilities
 - b. Value creation and sustainable competitive advantage
3. Formulating competitive strategy
 - a. Low-cost strategy
 - b. Differentiation strategy
4. Implementing competitive strategy
 - a. Functional implementation
 - b. Decision rights and incentives
5. Strategic entrepreneurship
 - a. Business model design
 - b. Technology



Structure

Lectures & tutorials

- Fridays, 10:00 – 12:00 c.t.
- No registration required

Enrollment information

No registration required.

Coursework

- 6 ECTS-Credits (lecture + practice course).
- Written exam (60 minutes), registration is required.

Teaching methods

Oral participation, independent study, literature study.

Course language

English

Literature

- Hill, C. & Schilling, M. (2024). *Strategic Management: An Integrated Approach, Theory and Cases*. 14th Ed. Cengage.

Professor

Timo Sohl is a Professor of Strategy at the University of Tübingen. He holds a Ph.D. in Management from the University of St. Gallen and a Diploma (MSc equivalent) in Economics from the University of Heidelberg. His research is published in leading management journals such as *Management Science*, *Organization Science*, and the *Strategic Management Journal*. He currently serves as an Associate Editor of the *Journal of Organization Design*. Prior to his academic career, he gained some practical experience at multinationals such as SAP and BOSCH in Germany and China.