**Module I: Introduction to Strategic Leadership and Strategic Management**

<table>
<thead>
<tr>
<th>Session</th>
<th>Part One</th>
<th>Part Two</th>
<th>Notes</th>
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<tr>
<td>Sess. 1 Feb. 2 in Sec. 1 Feb. 3 in Sec. 5</td>
<td><strong>Introduction to the Course</strong></td>
<td><strong>Introduction to Strategic Analysis of Businesses, Strategic Leadership, and Strategic Management</strong></td>
<td>Read “Introduction to Strategic Leadership and Strategic Management” (on Prof. Wood’s web site and on Canvas) before class</td>
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<td></td>
<td><strong>Discussion of Course Schedule</strong></td>
<td>How to Analyze a Business Situation See Note 1 and worksheet on Canvas.</td>
<td>Discussion of written assignment due next week</td>
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<td>Sess. 2 Feb. 9 in Sec. 1 Feb. 10 in Sec. 5</td>
<td><strong>The Nature of Successful Companies and Strategic Leadership</strong></td>
<td><strong>IKEA: Furniture Retailer to the World</strong> (in Hill &amp; Jones, 3rd ed., pp. C90-C97. If using the 2nd ed., please obtain a copy of this case.)</td>
<td>Review “Introduction to Strategic Leadership and Strategic Management” (on Canvas);</td>
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<td><strong>Study questions:</strong> Why is IKEA so successful? Can you identify specific, hard-to-imitate strengths it possesses? If you can, how did those strengths emerge?</td>
<td><strong>Read</strong> Hill &amp; Jones Ch. 1 pp. 1-7.</td>
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<td>(Note: You may want to consider your own experiences in visiting IKEA or its competitors as you think about these questions. It’s also a good idea to discuss them with others in the class.)</td>
<td>- “IKEA” (Hill &amp; Jones 3rd ed. pp. C90-97)</td>
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<td><strong>Write</strong> a short essay on strategic management and your career (See assignment on Canvas).</td>
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**Module II: Central Concepts for Strategic Analysis**

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<tr>
<td>Sess. 3 Feb. 16 in Sec. 1 Feb. 17 in Sec. 5</td>
<td><strong>The Strategy-Making Process and Corporate Stakeholders</strong></td>
<td><strong>Internal analysis of companies</strong></td>
<td>Read Hill &amp; Jones, the rest of Ch. 1, Ch.2 pp. 28-31 only, Chap 4. (See discussion under “Part Two” at left for focus in reading Ch. 4. Because the concepts of internal analysis are so central, we study Ch. 4 before Ch. 3 and supplement it with important Notes on Canvas)</td>
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<td>In Chap. 4, read the first part (on “competitive advantage” and “Generic building blocks of competitive advantage,” pp. 84-90 in</td>
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the 3rd edition) with care. Also read with care the last section on “Distinctive competences and competitive advantage.” (pp. 108-111 in the 3rd ed.) These ideas are crucial to the course. Be sure you also read Notes 4 and 5 on Canvas.

It is OK to skim the discussion of “Functional strategies and the generic building blocks of competitive advantage.”

Do read the box, “Learning Effects in Cardiac Surgery,” on p. 95 and the concluding case on Starbucks.

Read Note 4, “Resources, Capabilities, and Distinctive Competences” and Note 5 “Rules of the Game’ and Strategic Management”

Group assignment: Identify a business that has had sustained competitive advantage for approximately 10 years or more. Write a summary of the reasons why the company achieved sustained competitive advantage, not to exceed two pages. See assignment on Canvas.

Read summary of Strategic Management Project on Canvas (also handed out).

Sess. 4
Feb. 23 in Sec. 1
Feb 24 in Sec. 5

<table>
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<tr>
<th>Part One:</th>
<th>External Analysis of companies’ industries</th>
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Part Two:
Case for Internal and External Analysis: “The Air Express Industry: 40 Years of Expansion”

Study questions: Why has price-cutting so common in the air express industry? Do any ideas from Hill & Jones’ Chap. 3 help explain this? Why were Federal Express and UPS able to succeed in the air express industry when so many others could not?

Formation of permanent groups

Read Hill & Jones, Chap. 3, including the pharmaceutical industry case at the end. The section near the end on “the macroenvironment” may be skimmed.

Read Note 6, “Market Power and Business Cycles: Concepts from Economics.”

Read “The Air Express Industry” (in packet)

In the group you form this week, select a company you intend to study for the Strategic Management Project. This does not have to be the company you chose last week, and it’s fine to choose a less successful company.

MODULE III: Business- and Functional-level Strategy and Competitive Positioning

Sess. 5
Mar. 1 in Sec. 1
Mar. 2 in Sec. 5

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<tr>
<th>Part One:</th>
<th>30 MINUTE QUIZ – Basic Strategy Concepts</th>
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<tr>
<td>Part Two:</td>
<td>Ratios in Corporate Financial Reports</td>
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Review study guide for quiz.

Read Note 7 on financial ratios and using an annual report

Find the your company’s annual report. Bring to class a device you can use to access both the annual report and online financial statistics about your company.

Strategic Management Project – Write the external
### Sess. 6
Mar. 8 in Sec. 1
Mar. 9 in Sec. 15

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<thead>
<tr>
<th>Part One</th>
<th>Levels of Strategy</th>
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<td><strong>Functional-level Strategy</strong></td>
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<tr>
<td><strong>Creating New Organizations</strong></td>
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**Study question on Creativity Inc:**  
Was there anything about how Pixar was started that made its ultimate success more likely?

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<th>Part Two</th>
<th>Business-level Strategy and Competitive Positioning</th>
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**Study question on Chap. 5:**  
Can you name a company pursuing the generic strategy of cost leadership? Of differentiation? Of focus? From your knowledge of such companies, can you say how the way a cost leader runs its business typically differs from the way a differentiator operates? How would the operations of a focuser differ?

### MODULE IV: Technology and Strategy

**Sess. 7**  
Mar. 15 in Sec. 1  
Mar. 16 in Sec. 5

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<thead>
<tr>
<th>Part One</th>
<th>Differentiation and Technology:</th>
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<tr>
<td><strong>“The War on Big Food”</strong></td>
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<td><strong>“Danone’s Big Bet on Tiny Bacteria”</strong></td>
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**Study question:**  
What does it take to be a successful differentiator in the food business today? Which of the companies in these readings has a good approach? Can you imagine a food company pursuing similar markets with a cost leadership strategy?

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<th>Part Two</th>
<th>Glo-Bus business simulation – practice run</th>
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### Sess. 8
Mar. 22 in Sec. 1  
Mar. 23 in Sec. 5

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<tr>
<th>Part One</th>
<th>Special issues in Technology Industries</th>
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<th>Part Two</th>
<th>A technology industry battle:</th>
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<td><strong>Standard-setting and competition in virtual reality</strong></td>
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**Study questions:**  
Do you think...
virtual reality will have widespread use? How is it likely to be used? What will it take for a virtual reality product to be successful? Does a product or products have to emerge as a technology standard for the business to take off?

one or more currently available virtual reality products.

**Strategic Management Project:** Complete analysis of the competences and competitive positioning of the company you are studying. Discuss what you will say in your Strategic Summary.

**Review** study guide for the midterm

| March 26-Apr. 3 is SPRING BREAK!! Take some time off!!!!! |
|---|---|
| **Sess. 9**  
Apr. 5 in  
Sec. 1  
Apr. 6 in  
Sec. 5 | **Midterm**  
**Second Glo-Bus practice session** |
| **MODULE V:** Corporate and Global Strategy |
| **Sess. 10**  
Apr. 12 in  
Sec. 1  
Apr. 13 in  
Sec 5 | **Part One**  
**Technology strategy** (contd.)  
**Achieving Consistent Success**  
*Creativity Inc.*, Chaps. 5-9  

**Part Two**  
**Glo-Bus simulation** |
|  | **Read** Catmull, *Creativity Inc.*, Chaps. 5-9.  
**Essay:** Pixar seems to be one of the few companies in history that consistently delivers fresh creativity. Can you select three actions or policies mentioned in *Creativity Inc.* that you think were particularly significant in making this happen? Choose one of these actions or policies and identify a chapter where it is discussed. Write an essay explaining why you think this action or policy was important. Would behavior be important in industries where creativity is less central? (such as furniture retailing?) See assignment on Canvas. |
|  |  |
| **Sess. 11**  
Apr. 19 in  
Sec. 1  
Apr. 20 in  
Sec. 5 | **Part One**  
**Corporate Strategy** (and Long-run Profitability)  
**United Technologies case** (at the end of Chapter 7 of the text)  
**Study questions:** Why is United Technologies (UTC) able to prosper when other conglomerates have been broken up?  

**Read** Hill & Jones, Chapter 7  
**Pay special attention** to the United Technologies case at the end or Chap. 7 of the text.  
**Read** Note 9, “Making Corporate Strategy Decisions”  
**Read** Chapter 8 pp. 205-208 |
### Part One
**Discussion of Strategic Management Project to date**

**Part Two**
- **Glo-Bus simulation**

### Part Two
- **Glo-Bus simulation**

### Sess. 12
- **Apr 26 in Sec. 1**
- **Apr 27 in Sec. 5**

**Read** Hill & Jones, Ch. 2, pp. 42-49, “Ethical Issues in Strategy.”

**Read** “Tricon Restaurants International Globalization Re-examined” (Harvard Business School case in packet)

**Strategic Management Project:** Answer the technology and corporate strategy questions on Canvas.

### Part One
**Ethical issues in Strategic Management**

**Doing a comprehensive strategic analysis: Tricon Restaurants International**

**Study questions:** What was wrong with the management of the restaurant chains when Pepsico controlled them? Are you optimistic about their future under Tricon?

**Part Two**
- **Glo-Bus simulation** (Glo-Bus sessions may be abbreviated in Sessions 12 and 13.)

### MODULE VI: Leadership and Strategic Success

#### Sess. 13
- **May 3 in Sec. 1**
- **May 4 in Sec. 5**

**Part One**
- **Leadership in Strategic Management**

Leadership case: Catmull

**Part Two**
- **Glo-Bus simulation**

**Read** Bennis & Nanus, *Leaders: Strategies for Taking Charge*, pp. 18-63 (a difficult reading. *Don’t try to understand everything Bennis & Nanus say. But try to get a basic sense of the strategies listed on p. 25 and discussed on pp. 26-63.*).

**Read** Catmull, Ch. 12 and 13. *Optional reading Ch. 10 and 11, plus Afterword and “Starting Points” (pp. 315-319)*

#### Sess. 14
- **May 10 in Sec 1**
- **May 11 in Sec. 10**

**Strategic Management Project presentations**

Final session of Glo-Bus simulation may be completed outside class. **Written Strategic Management Project due.**

#### May 16 in Sec. 5
- **May 24 in Sec 1**

**final exam/exercise**

Final exam/exercise 5:15 pm