

## Bus 189 Sects. 5 and 13

Ver. 0.90

<b>Module I: Strategic Analysis</b>		
<b>Sess. 1</b> Jan. 30 in Sec. 13; Feb. 1 in Sec. 5	<b>Introduction to Course</b>  <b>Introduction to Strategic Analysis of Businesses, Strategic Leadership, and Strategic Management</b> How to Analyze a Business Situation See Note 1 and worksheet on Canvas.	Discussion based on Ch. 1 of Rothaermel, "What is Strategy?" If possible, read it before class.  Look at Note 1 on Canvas and the accompanying worksheet.
<b>Sess. 2</b> Feb. 6 in Sec. 13; Feb. 8 in Sec. 5	<b>Strategic Leadership and Strategic Management Processes</b>  <b>Case: IKEA:</b> Furniture Retailer to the World <i>Study questions:</i> Why is IKEA so successful? Can you identify specific, hard-to-imitate strengths it possesses? If you can, how did those strengths emerge? <b>(Note:</b> 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.)  Catme group formation process.	<b>Read</b> Rothaermel, Ch. 1, Ch. 2, " <b>Read</b> - "IKEA" (Hill & Jones 3 <sup>rd</sup> ed. pp. C90-97 – to be handed out) <i>You must bring cases to class on the days when we discuss them.</i> - : "How the Strategy Process Kills Innovation at Microsoft" (in Rothaermel ebook) - "A Lesson Learned and a Lesson Forgotten" ( <a href="http://ccdlibraries.claremont.edu/cdm/ref/collection/khp/id/1789">http://ccdlibraries.claremont.edu/cdm/ref/collection/khp/id/1789</a> ) <i>Ok to skim this piece.</i> - Note 3, "Researching Strategic Issues in Management (on Canvas).
<b>Sess. 3</b> Feb. 13 in Sec. 13; Feb. 15 in Sec. 5	<b>External Analysis</b> – Understanding industries.  <b>Case:</b> "Global Wine War 2015" <i>Study questions:</i> How do the elements of the PESTEL framework affect wine producers in France? in the U.S? Applying Michael Porter's 5-forces framework, do you think the wine business is an attractive one for a new entrant? Is it a reliable source of profits for an established firm? Why have U.S. and Australian wineries been able to gain market share recently?  Intro to Strategic Project. Groups to decide on companies to study.	<b>Complete Catme questionnaire 72 hours before class.</b>  <b>Read</b> - Rothaermel, Ch . 3  - "Global Wine War 2015" <i>Harvard Business School coursepack</i>
<b>Sess. 4</b> Feb. 20 in Sec. 13; Feb. 22 in Sec. 5	<b>Internal Analysis</b> of companies' strengths and weaknesses  <b>Creating Successful New Organizations Creativity Inc.</b> <i>Study question on Pixar:</i> Was there anything about how Pixar was started that made its ultimate success more likely?  <u>President's Day</u>	<b>Read</b> Rothaermel, Ch. 4 - Catmull, <u>Creativity Inc.</u> , Introduction and Chapters 1-4  Strategic Project <b>External Analysis</b> due (an extension is possible if you have difficulty deciding what company to study)

<u>Sess. 5</u> Feb. 27 in Sec. 13; Mar. 1 in Sec. 5	<b>35 min quiz on basic strategy concepts</b>  <b>Competitive Advantage</b>	<b>Review</b> study guide on Canvas  <b>Read</b> - Rothaermel, Ch. 5 - minicase "Starbucks: Schultz Serves Up a Turnaround"
<u>Sess. 6</u> Mar. 6 in Sec. 13; Mar. 8 in Sec. 5	<b>Basic Financial Analysis for Strategic Management</b>  <b>Case:</b> "Facebook Inc." <i>Study questions to be announced</i>	<b>Read</b> - Note 5 on Canvas on financial ratios and using an annual report - "Facebook Inc." case in Rothaermel book  Strategic Project <b>Internal Analysis</b> due
<b>Module II: Strategy Formulation</b>		
<u>Sess. 7</u> Mar 13 in Sec. 13; Mar. 15 in Sec. 5	<b>Differentiation, Cost Leadership and Blue Oceans</b>  <b>Differentiation in food today:</b> "The War on Big Food"  <i>Study questions:</i> 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? Why don't more food companies develop "blue ocean" strategies themselves, rather than buying startups?	<b>Read</b> Rothaermel, Ch. 6  <b>Read</b> "The War on Big Food" <a href="http://fortune.com/2015/05/21/the-war-on-big-food/">http://fortune.com/2015/05/21/the-war-on-big-food/</a>  <b>Note:</b> If the above link does not work, search on fortune.com or using Google for 'War on Big Food'
<u>Sess. 8</u> Mar. 20 in Sec. 13; Mar. 22 in Sec. 5	<b>Innovation and Entrepreneurship</b>  <b>An emerging technology today:</b> Virtual reality <i>Study questions:</i> 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?	<b>Read</b> - Rothaermel, Ch. 7 - minicase: "Standards Battle: Which Automotive Technology Will Win?"  <b>Experiment</b> with virtual reality products. Virtual reality <b>reading to be announced.</b>  Strategic Project <b>Analysis of Your Firm's Business Strategy</b> due.
<b>SPRING BREAK! No class Mar. 27 and 29!!!! Take some time off!!!!!!!</b>		
<u>Sess. 9</u> Apr. 3 in Sec. 13; Apr. 5 in Sec. 5	<u>Midterm</u>  Innovation and entrepreneurship contd. Wikipedia	<b>Review</b> midterm study guide on Canvas  <b>Read</b> minicase "Wikipedia: Disrupting the Encyclopedia Business"
<u>Sess. 10</u> Apr. 10 in Sec. 13; Apr. 12 in Sec. 5	<b>Achieving Consistent Success</b> Creativity Inc. II  Corporate Strategy: Vertical integration and diversification	<b>Read</b> Catmull, <u>Creativity Inc.</u> , Chaps. 5-9. - Rothaermel, Ch. 8  <b>Group paper:</b> Pixar seems one of the few companies in history that consistently delivers fresh creativity. Does Pixar have one or

		<p>more distinctive competences? Identify some actions or policies in <u>Creativity Inc.</u> that you think were particularly significant in creating its distinctive competences and producing successes. <b>Each group member</b> choose one of these, identify a chapter where it is discussed, and write a paragraph explaining why you think this action or policy was important. Then as a group, write a discussion of whether such behavior would be important in industries where creativity is less central (such as furniture retailing). See assignment on Canvas.</p>
Apr. 17 in Sec. 13	<i>To be announced</i>	
<u>Sess. 11</u> Apr. 19 in Sec. 5 Apr. 24 in Sec. 13	<p><b>Case: "Amazon.com Inc."</b>  <i>Study questions:</i> Amazon has done a great deal of diversification. Recently it has done some vertical integration (by doing its own deliveries, for instance). Do you think these strategic moves have been wise? Do you think Amazon will ever earn sufficient profits to justify its many investments?</p> <p><b>Global Strategy:</b> Competing Around the World</p>	<p><b>Read "Amazon.com Inc."</b> case in Rothaermel book  - Rothaermel, Ch 10</p> <p>As a group, <b>develop some alternative strategies</b> that the company you are studying could adopt. Write at least one paragraph each on at least three of the strategies.</p>
<b>Module III: Thinking Big and Making Good Things Happen</b>		
<u>Sess. 12</u> Apr. 26 in Sec. 5; May 1 in Sec. 13	<p><b>Tricon Restaurants International</b>  <i>Study questions:</i> What was wrong with the management of the restaurant chains when Pepsico controlled them? Are you optimistic about their future under Tricon?</p> <p><b>Governance and Ethics</b></p>	<p><b>Read "Tricon Restaurants International Globalization Re-examined" (Harvard Business School coursepack)</b>  - Rothaermel, Ch. 12</p> <p>Complete an <b>outline</b> of your Strategic Project memo.</p>
<u>Sess. 13</u> May 3 in Sec. 5; May 8 in Sec. 13	<p><b>Formulating and Implementing New Strategies</b>  <u>Creativity Inc.</u>, Ch. 12 and 13  <u>Presentations</u></p>	<p><b>Read</b> Catmull, Ch. 12 and 13.  <u>Optional reading</u> Ch. 10 and 11, plus Afterword and "Starting Points" (pp. 315-319)</p>
May 10 in Sec. 5; May 15 in Sec. 13	<u>Presentations</u>	<b>Strategic Project Memos due</b>
May 22 in Sec. 13; May 24 in Sec. 5	<b>Final exam/exercise</b>	<b>5:15-7:30 pm</b>