

Bus 189 Fall 2018 Sect. 10 (Wed. 6 pm Prof. Wood) Course calendar

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| Module I: Introduction to Strategic Leadership and Strategic Management | | |
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| <p><u>Sess. 1</u> Aug. 23</p> | <p>Introduction to Course</p> <p>Introduction to Strategic Analysis of Businesses, Strategic Leadership, and Strategic Management</p> <p>How to Analyze a Business Situation See Note 1 and worksheet on Canvas.</p> | <p>Discussion based on Ch. 1 of Rothaermel, "What is Strategy?" and pp. 30-37 of Ch. 2. If possible, read them before class.</p> <p>Look at Note 1 on Canvas "How to Analyze a Business Situation" and the accompanying worksheet.</p> |
| <p><u>Sess. 2</u> Aug. 29</p> | <p>Strategic Leadership and Strategic Management Processes</p> <p>Case: IKEA: 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? (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.) Discussion of groups.</p> | <p>Read Rothaermel, Ch. 1 and Ch. 2, especially pp. 30-37.</p> <p>Read - "IKEA" (Hill & Jones 3rd ed. pp. C90-97 – to be handed out) <i>You <u>must</u> bring cases to class on the days when we discuss them.</i></p> <p>- Note 2, "Researching Strategic Issues in Management (on Canvas).</p> <p>Write a short introductory essay on strategic leadership and your career (See assignment on Canvas).</p> |
| <p><u>Sess. 3</u> Sept 5</p> | <p>Strategic Leadership, the Strategy-Making Process, and Corporate Stakeholders</p> <p>Formation of groups A brief exercise on writing Intro to Strategy Project. Groups to consider companies to study.</p> | <p>Review Rothaermel, Ch. 2.</p> <p>Read - Rothaermel, Ch . 3</p> |
| Module II: Central Concepts for Strategic Analysis | | |
| | <p>External Analysis of companies and industries: Threats and opportunities (Rothaermel, Ch. 3) <i>Study questions: Try to apply the PESTEL framework and the "Five Forces" analysis of Michael Porter to one or more companies you are familiar with and the industry it belongs to. Within the Porter framework, think specifically about competitive industry structure and how it shapes rivalry among competitors. Is the industry more like perfect competition, monopolistic competition, oligopoly, or monopoly?</i></p> | |
| <p><u>Sess. 4</u> Sept 12</p> | <p>In class, we will do brief group assignments and discussion on competition If students are ready, we will do a brief quiz on external analysis and the nature of strategic management</p> | <p>Study Rothaermel, Ch. 1 pp. 6-10 and Ch. 3 pp. 67-88. Be sure to understand the 4 competitive industry structures on pp. 84-86.</p> |

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| | <p>Internal Analysis of companies' strengths and weaknesses <i>Study questions on Ch. 4: Can you think of one or two companies that have had sustained competitive advantage for at least ten years? What made them so successful for so long?</i></p> | <p>Read Rothaermel, Ch. 4</p> |
| <p><u>Sess. 5</u> Sept 19</p> | <p>Internal Analysis contd. Nike and Dollar Shave</p> | <p>Review Rothaermel, Ch. 4. Read minicases on Nike and Dollar Shave: Rothaermel pp. 463-465 and 474-475. Strategic Project External Analysis due</p> |
| <p><u>Sess. 6</u> Sept 26</p> | <p>Competitive Advantage and Business Models Creating successful new organizations <i>Study question on Pixar: Was there anything about how Pixar was started that made its ultimate success more likely?</i></p> | <p>Read - Rothaermel, Ch. 5. It may be helpful to look at Note 3 on Canvas to understand some terms in this chapter. Read Catmull, <u>Creativity Inc.</u>, Introduction and Chapters 1-4 Each student must be ready to discuss an event related to the creation of Pixar and how it may have affected how the company operates.</p> |
| <p><u>Sess. 7</u> Oct. 3</p> | <p>Basic Financial Analysis for Strategic Management Case: "Facebook Inc." Study question: Is the "monetizing" of Facebook's user base as important as Sheryl Sandberg thinks? Do you believe Facebook has approached this correctly?</p> | <p>Read - Note 3 on Canvas on financial ratios and using an annual report Find the your company's annual report and 10K form. Bring to class a device for accessing company's financial report and online data. The device should have a fairly large screen – <u>not</u> a cell phone. Read the "Facebook Inc." case, sold separately from the Rothaermel book. Strategy Project Internal Analysis due.</p> |
| <p><u>Sess. 8</u> Oct. 10</p> | <p>Midterm</p> | <p><u>Rewrites</u> of earlier strategy project modules due</p> |
| <p>Module III: Strategy Formulation</p> | | |
| <p><u>Sess. 9</u> Oct 17</p> | <p>Differentiation, Cost Leadership and Blue Oceans Study question on Chap. 5: Can you name a company pursuing the generic strategy of cost leadership? Of differentiation? From your knowledge of such companies, how does the way a cost leader runs its business typically differ from the way a differentiator operates? How would the</p> | <p>Read Rothaermel, Ch. 6 Read Catmull, <u>Creativity Inc.</u>, Chaps. 5-9. Read Schwartzel & Fritz, "Creative leader to leave Disney" (Wall St. Journal)</p> |

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| | <p>operations of a focuser differ?</p> <p><i>Creativity Inc. II</i></p> <p>The Pursuit of Consistent Success</p> <p>Gender issues.</p> | <p>Recommended reading: Smolcic, "Pixar's Sexist Boys Club," https://byrslf.co/pixars-sexist-boys-club-9d621567fdc9</p> <p>Group paper: Assignment to be discussed in class.</p> |
| <p><u>Sess. 10</u> Oct. 24</p> | <p>Innovation and Entrepreneurship</p> <p>An emerging technology today: Virtual reality</p> <p><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?</p> | <p>Read - Rothaermel, Ch. 7 Pay particular attention to the minicase: "Standards Battle: Which Automotive Technology Will Win?" pp. 230-231</p> <p>Experiment with virtual reality products. Virtual reality reading to be announced.</p> <p>Strategic Project Analysis of Your Firm's Business Strategy due. Also, discuss what you will say in your end-of-term Strategy Memo.</p> |
| <p><u>Sess. 11</u> Oct. 31</p> | <p>Corporate strategy</p> <p>Global strategy</p> | <p>Read Rothaermel, Chs. 8 and 10.</p> <p>Read Minicases 3 and 4 in Rothaermel (Yahoo and Apple, pp. 453-455 and 459-462)</p> |
| <p>Module IV: Thinking Big and Making Good Things Happen</p> | | |
| <p><u>Sess. 12</u> Nov. 7</p> | <p>Tricon Restaurants International</p> <p><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>Governance and Ethics</p> | <p>Read "Tricon Restaurants International Globalization Re-examined" (<i>Harvard Business School coursepack</i>)</p> <p>Read Rothaermel, Ch. 12</p> <p>Analysis of Your Firm's Innovation and Corporate Strategy due. Also, as a group, develop some alternative strategies that the company you are studying could adopt. Write at least one paragraph each on at least three of the strategies</p> |
| <p><u>Sess. 13</u> Nov. 14</p> | <p>Alternative approaches to ethics - and governance?</p> <p>Cases to be announced</p> | <p>Optional - Read from <u>The Seven Habits of Highly Effective People</u> OR Choose another source of ethics or governance discussion to read or review for discussion in class.</p> <p>Strategic array (the basics of a business plan) due</p> <p>Outline or draft of your Strategy Memo due</p> |

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| <u>Sess. 14</u> Nov. 28 | Formulating and Implementing New Strategies and Leading their Implementation <u>Creativity Inc.</u> , Ch. 12 and 13 <u>Presentations</u> | Read Catmull, Ch. 12 and 13. <u>Optional reading</u> Ch. 10 and 11, plus Afterword and "Starting Points" (pp. 315-319) |
| <u>Sess. 15</u> Dec. 5 | <u>Presentations</u> | Strategy Project Memos due |
| Dec. 12 | Final exam | 5:15-7:30 pm |