

Bus 189 Fall 2018 Section 13 (Tues-Thurs 3 pm)
Course Calendar Ver. 1.0 - Prof. Robert C. Wood

Module I: Introduction to Strategic Leadership and Strategic Management		
<u>Sess. 1</u> Aug. 21	Introduction to the Course Discussion of Course Schedule Discussion of written assignment due next week	
<u>Sess. 2</u> Aug 23	Introduction to Strategic Analysis of Businesses, Strategic Leadership, and Strategic Management How to Analyze a Business Situation	Read Rothaermel, <u>Strategic Management</u> , Ch. 1 and pp. 30-37 of Ch. 2. Read Note 1: "How to Analyze a Business Situation" (on canvas) and look at worksheet
<u>Sess. 3</u> Aug. 28	The Nature of Successful Companies and Strategic Leadership IKEA: Furniture Retailer to the World (in Hill & Jones, 3 rd ed., pp. C90-C97. If using the 2 nd ed., please obtain a copy of this case.) <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 at IKEA or its competitors as you think about these questions. Also, discuss them with others in the class.)	Read "IKEA" (Case passed out in class – see Prof. Wood if you did not get a copy. Note study questions at left. <i>You must bring cases to class on the days when we discuss them.</i>)
<u>Sess. 4</u> Aug. 30	IKEA and introduction to strategic analysis (contd.) Discussion of groups	Write a short introductory essay on strategic leadership and your career (See assignment on Canvas). Also, list 3 companies – probably small-to-mid-sized firms – that you will think about in this class. (You don't necessarily have to discuss these companies in this paper – just list them so you can consider them in the future.)
<u>Sess. 5</u> Sept. 4	Strategic Leadership, the Strategy-Making Process, and Corporate Stakeholders Formation of groups A brief exercise on writing	Review the first part of Ch. 2. Read the rest of the chapter Read summary of Strategy Project on Canvas (also to be handed out). Read Note 2, "Researching Strategic Management Questions."

Module II: Central Concepts for Strategic Analysis		
<u>Sess. 6</u> Sept. 6	<p>External Analysis of companies and industries: Threats and opportunities</p> <p><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 to their industries 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>	Read - Rothaermel, Ch. 3
<u>Sess. 7</u> Sept. 11	In class, we will do brief group assignments and discussion on competition	
<u>Sess. 8</u> Sept. 13	<p>Quiz on external analysis and the nature of strategic management</p> <p>Internal Analysis of companies' strengths and weaknesses</p> <p><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>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> <p>Read Rothaermel, Ch. 4, pp. 106-114.</p>
<u>Sess. 9</u> Sept. 18	Internal Analysis contd.	<p>Read the rest of Rothaermel, Ch. 4.</p> <p>Strategic Project External Analysis due (an extension is possible if you have difficulty deciding what company to study)</p>
<u>Sess.10</u> Sept. 20	Nike and Dollar Shave	Read minicases on Nike and Dollar Shave: Rothaermel pp. 463-465 and 474-475.
<u>Sess. 11</u> Sept. 25	<p>Creating successful new organizations</p> <p><i>Study question on Pixar: Was there anything about how Pixar was started that made its ultimate success more likely?</i></p>	<p>Read Catmull, <i>Creativity Inc.</i>, Introduction and Chapters 1-4</p> <p>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>
<u>Sess. 12</u> Sept. 27	Competitive Advantage and Business Models	Read - Rothaermel, Ch. 5. It may be helpful to look at Note

		3 on Canvas to understand some terms in this chapter.
<u>Sess. 13</u> Oct. 2	Basic Financial Analysis for Strategic Management	Read Note 3 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. Strategic Project Internal Analysis due
<u>Sess. 14</u> Oct. 4	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?	Read the Facebook case (sold separately from the Rothaermel book).
<u>Sess. 15</u> Oct. 9	Midterm	Review study guide.
MODULE III: Strategy Formulation		
<u>Sess. 16</u> Oct. 11	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 operations of a focuser differ?	Read Rothaermel, Ch. 6 Strategy Project: Work on any rewrites required and on the analysis of your company's competences and competitive positioning due later this month.
<u>Sess. 17</u> Oct. 16	Innovation, Entrepreneurship and Platforms	Read - Rothaermel, Ch. 7. Pay particular attention to the minicase: "Standards Battle: Which Automotive Technology Will Win?" pp. 230-231 <u>Rewrites</u> of earlier strategy project modules due.
<u>Sess. 18</u> Oct. 18	An emerging technology today: Virtual reality and augmented reality <i>Study questions:</i> Do you think virtual reality and augmented reality will have widespread use? How are	Read: <i>Readings on virtual reality business to be announced</i> Experiment with one or more currently available virtual reality products. The Martin

	they 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?	Luther King Library's lab could be a good resource. Strategic Project Analysis of Your Firm's Business Strategy due. Also, discuss what you will say in your end-of-term Strategy Memo.
<u>Sess. 19</u> Oct. 23	The Pursuit of Consistent Success Gender issues. Creativity Inc. II	Read Catmull, <u>Creativity Inc.</u> , Chaps. 5-9. Read Schwartzel & Fritz, "Creative leader to leave Disney" (Wall St. Journal) Recommended reading: Smolic, "Pixar's Sexist Boys Club," https://byrsif.co/pixars-sexist-boys-club-9d621567fdc9 Group paper: Assignment to be discussed in class.
<u>Sess. 20</u> Oct. 25	Corporate strategy: Vertical integration and diversification	Read Rothaermel, Chap. 8
<u>Sess. 21</u> Oct. 30	Corporate strategy, contd.	Read Minicases 3 and 4 in Rothaermel (Yahoo and Apple, pp. 453-455 and 459-462)
<u>Sess. 22</u> Nov. 1	Global Strategy	Read Rothaermel, Ch. 10
MODULE IV: Thinking Big and Making Good Things Happen		
<u>Sess. 23</u> Nov. 6	Tricon Restaurants International <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?	Read "Tricon Restaurants International Globalization Re-examined" (<i>Harvard Business School coursepack</i>) 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
<u>Sess. 24</u> Nov. 8	Governance and Ethics	Read Rothaermel, Ch. 12
<u>Sess. 25</u> Nov. 13	Alternative approaches to ethics – and governance?	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.
<u>Sess. 26</u> Nov. 15	Cases to be announced	Strategic array (the basics of a business plan) due Outline or draft of your Strategy Memo due
<u>Sess. 27</u> Nov. 20	An opportunity for working on and discussing the Strategy Project in class.	
	Thanksgiving	
<u>Sess. 28</u> Nov. 27	An approach to formulating new strategies and leading their implementation	Read Catmull, Ch. 12 and 13. <u>Optional reading</u> Ch. 10 and 11, plus Afterword and "Starting Points" (pp. 315-319)
<u>Sess. 29</u> Nov. 29	Strategy Project presentations and strategy discussions	
<u>Sess. 30</u> <u>Dec. 4</u>	Strategy Project presentations and discussions	
<u>Sess. 31</u> Dec. 6	Strategy Project presentations and discussions	Written Strategic Management Project due.
Dec. 17	final exam	2:45 pm