

Corporate Strategy
MNGT 4482
(Elective)

Dr Hann Kim

Class Dates: 25-28; 30 Nov-3 Dec
Assessmt due: 3 January 2007
Payment Due: 27 October 2006

Session 3, 2006

Course aims / objectives:

** This is a preliminary version, which is subject to change.

This course considers why some firms consistently outperform others and examines the processes through which firms gain (and lose) competitive advantages. A number of conceptual and analytic frameworks are presented that will help students:

- develop an understanding of a company's competitive position;
- generate and evaluate strategic alternatives; and
- coordinate operational and functional components of the organisation.

This course also aims to help students develop managerial skills and perspectives by studying cases, which place them in diverse managerial situations in which they act as general managers, or advisors to general managers, who face ambiguous and multidimensional problems.

Assessment:

The final grade will be based on the following four components:

Group Project	35%
Individual Project	35%
Individual Case Write-Up	15%
Class Participation	15%

1. Group Project (35%)

Students are asked to form a group of three/four and work as a team on the case that will be distributed at the end of the course. Based on their analysis of the case, they should answer the questions that will be supplied later. The report, which must be 2,000 words or less, should be emailed to the AGSM office by **5:00 pm on Wednesday, 3 January, 2007.**

To prevent the free rider problem, a voluntary and optional peer evaluation form is supplied at the end of this outline. If you think that anyone in the group has failed to contribute his/her share to the project, please fill out the form and submit it to the office. The mark for the individual will be adjusted accordingly.

2. Individual Project (35%)

Students are also required to write a report on the company (or its division) that they are currently working for, assuming that they have been asked to perform a comprehensive strategic analysis of the company. Be sure to consider issues such as the firm's strengths and weaknesses, its current strategies and performance, environmental threats and opportunities in the industry, industry structure and competition, and other key factors that might affect the value of the firm.

The body of the report should be no more than 2,000 words. In addition, include exhibits, a bibliography that lists all sources, and a one-page, single-spaced executive summary. The report should be emailed to the AGSM office by **5:00 pm on Wednesday, 3 January, 2007.**

3. Individual Case Write-Up (15%)

Students are required to submit a report on a case during the class. The case and the due date will be announced in the first session of the subject. Students should not simply summarize the material. Instead, the report should contain the student's reaction/opinion/ assessment of the company's situation described in the case. The body text of the report should not be longer than two pages (excluding figures and charts you might want to attach).

4. Class Participation (15%)

Since this course is heavily discussion-oriented, students' contribution to class discussion is important to their learning and final grade. Attendance is the bare minimum required: full attendance does not warrant a student a passing mark on participation. Rather, to earn a passing grade for class participation, students must actively participate during in-class discussion and activities. Please come prepared with analysis that at a minimum addresses the discussion questions provided.

Participation that I evaluate positively:

- Insightful, critical analysis supported by appropriate logic and evidence
- Comments demonstrating that you have done a thorough job of preparation
- Perceptive questioning
- Relating class material to first-hand personal experience or other concrete (second-hand) examples
- Distinguishing central issues and assumptions from peripheral or extraneous ones
- Synthesizing prior points into a meaningful conclusion or provocative question
- Proposing meaningful new questions

Participation that I evaluate negatively:

- Simply reiterating case facts, without analysis or insight
- Comments that are off-the-point or indicate inadequate preparation
- Superficial comments
- Interrupting someone who is speaking
- Personal attacks, or comments that are disrespectful, insulting, or unprofessional
- Distracting behavior
- Unfounded comments unsupported by logic or evidence

Course details / modules:

Day 1: Saturday, 25 November 2006

(2.00pm – 8.00pm)

Session 1: Introduction

Reading:

- “Eenie, meenie, minnie, mo...” from the Economist
- “The strategy concept I: Five Ps for stratgy” by Mintzberg

Session 2: Looking outside for competitive advantage

Reading:

- “Mapping the business landscape” by Ghemawat
- “The right game: Use game theory to shape strategy” by Brandenburg & Nalebuff

Session 3: Understanding industry structure

Case: Cola Wars Continue: Coke and Pepsi in the Twenty-First Century

Day 2: Sunday, 26 November 2006

(10.00am – 7.00pm)

Session 4: Generic strategies

Reading:

- “What is strategy” by Porter

Session 5: Competitive Strategy in Action

Case: Matching Dell

Session 6: Looking inside for competitive advantage

Reading:

- “The core competence of the organization” by Prahalad and Hamel
- “Managing organizational competencies for competitive advantage” by King, Fowler, and Zeitmal
- “Core capabilities and core rigidities” by Leonard-Barton

Day 3: Monday, 27 November 2006

(7:00pm – 10:15pm)

Session 7: Creating value

Reading:

- “Blue ocean strategy” by Kim and Mauborgne
- “Disruptive technologies” by Bower and Christensen
- “Judo strategy” by Yoffie and Kwak

Session 8: To be announced

Day 4: Tuesday, 28 November 2006

(7:00pm – 10:15pm)

Session 9: Competing in the changing environment

Case: Kodak

Session 10: To be announced

Day 5: Thursday, 30 November 2006

(7:00pm – 10:15pm)

Session 11: Corporate Strategy

Reading:

- “From competitive strategy to corporate strategy” by Porter
- “Growth outside the core” by Zook and Allen
- “Creating corporate advantage” by Collis and Montgomery

Session 12: Corporate Turnaround

Case: The Walt Disney Company: The Entertainment King

Day 6: Friday, 1 December 2006

(7:00pm – 10:15pm)

Session 13: Global strategy

Reading:

- “Distance still matters” by Ghemawat
- “Converting global presence into global competitive advantage” by Gupta and Govindarajan

Session 14: Global strategy in action

Case: General Electric Medical Systems

Day 7: Saturday, 2 December 2006

(2.00pm – 8.00pm)

Session 15: A new perspective on global strategy

Reading:

- “Selling to the poor” by Hammond and Prahalad

Session 16: Strategic leadership

Reading:

- “Level 5 leadership” by Collins

Day 8: Sunday, 3 December 2006

(10.00am – 7.00pm)

Session 17: The Strategy-Making Process

Case: Lycos: The Tripod Decision

Session 18: Creating the Future

Reading:

- “Strategy as stretch and leverage” by Hamel and Prahalad

Session 19: Wrap-up

Reading:

- “Seven surprises for new CEOs” by Porter, Lorsch, and Nohria

Course materials and text/s:

Required readings and cases will be available from the AGSM Program Office.

Instructor details:

Dr Hann Kim
c/- AGSM
University of New South Wales
SYDNEY, NSW, 2052

Email: hkim321@paran.com