098782299 Haifa spring

**COMPETITIVE STRATEGY**

Alfred Marcus

Spencer Chair in Strategy and Technological Leadership And

Professor Department of Strategic Management and Entrepreneurship

Carlson School of Management

University Of Minnesota

Email: [amarcus@umn.edu](mailto:amarcus@umn.edu)

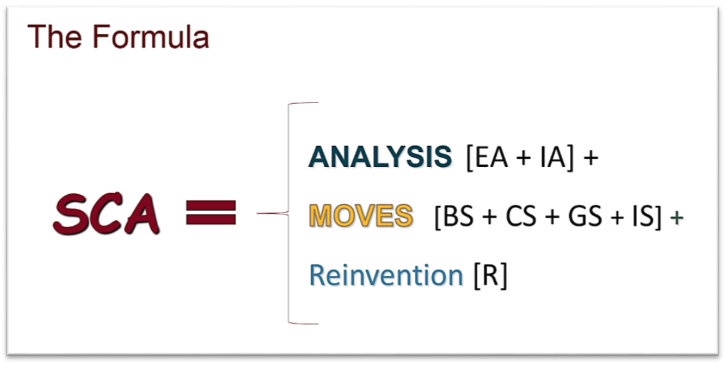
Phone: 612 224 4533

TA: your name and email

**Course GOALS AND OBJECTIVES**

Develop analytic skills needed to formulate strategies that will assist your organization in achieving sustained competitive advantage.

The course emphasizes different aspects of a formula found below, which is designed to help your organization achieve sustained competitive advantage (SCA). The formula has these elements: external analysis (EA), internal analysis (IA), business strategy (BS), corporate strategy (CS), global strategy (GS), innovation strategy (IS), and reinvention (R).



By the end of the course you should be adept at applying the formula. Mastery will come from applying the elements in the formula to cases. To explore the cases, you will work in groups. The course is designed so that you learn from your groups and from the class as a whole, as well as from the instructor.

**Assignments and Grading:** Description and Expectations

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| |  | | --- | | **A Final Exam** (individual) – 40% of final grade  To show mastery of the strategic concepts you will complete an online multiple-choice question  before noon on July 15. The quiz has 40 questions and covers all the conceptual material in the  course. You are obligated to complete the quiz *by yourself*, within 60 minutes without books,  notes, or other material that may aid you. The quiz is worth 40 points toward  your final grade. | | **Individual Discussion Forum**– 12% of final grade  To show reflection about what you have learned in the course, you will be asked to contribute  to a discussion forum before noon on July 15. The following are the criteria that  will be used to grade your contributions:   * Your response applies *concepts* from the class. * It stays on topic and is easy to follow. * It is penetrating, well formulated, and practical. * It provides extra links, videos, and/or articles that support what you are saying. * It gives specific real-life business examples and situations. * It compares favorably to the quality of other students’ contributions   You can make your contributions *any time* during the course. You do not have to wait to July  15. Your contribution should be no longer than 4 paragraphs. | | | | | |
| **Internal Consultant (IC) Recommendations** (team) – 36% of final grade  To apply the class concepts your team of ICs (Internal Consultants) will make recommendations to the CEO and top management team (TMT) of 3 case companies. A strong set of recommendations is:  Systematic - Uses course concepts to build a logical case. Has a *theme* for the recommendations. Makes sure they fit together in a direction in which your team thinks the company should move.  Has Focus - Develops a course of action in which the moves work together in a coherent manner over different periods (*the short, medium, and long term*). The recommendations should be concrete, e.g. run testimonial advertisements in magazines targeted to medium- to-high-income people, and *not* just engage in advertising.  Estimates outcomes –Considers the estimated benefits (pros) and costs (cons) of the proposed moves. Try to estimate cost and benefits *in dollar ($$$) terms*. Roughly, what type of *return on investment*is possible? After carrying out your teams’ recommendations, how much growth in profit, revenue, and other benefits might the company achieve? How big will its *revenue* be and how *profitable* will it be?  You *can* use the following template for making your group’s recommendations. *Modify as necessary.* | | | | |
|  | **Proposed Actions**  -what, when  -for how long | **Reasons to Pursue**  concepts from class used to justify | **Pros**  revenue/profit & estimates of other benefits | **Cons**  costs to carry out & estimates of  other disadvantages |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| |  | | --- | | * When considering the disadvantages, what are the risks to the company of moving in these directions? * When formulating the proposed actions, explain how the company can best manage   these risks?   * When considering the advantages, to what extent will the actions your team proposes   improve the company's position in relation to its competitors?  Please hand in an introductory slide with a table *simila*r to the one above -- - it does not  have to be *identica*l – use your imagination to make it better  Hand it a separate slide that provide supporting evidence for *each* of your team’s  recommendations. Use class concepts to justify the recommendation.  Feel free to provide explanatory notes at the bottom of your PowerPoint slides.  You should hand in about 8-12 slides, but if you need to, you can appendices with  additional slides. Make sure that the additional slides amplify on specific points made in the  first 8-12 slides. Refer to them in these slides (e.g. see slide 1 in the appendix for more  information about this point).    Each set of recommendations that your team hands in is worth 15 points toward your final grade. |   Attend to these issues: | | | | |
| **Team Discussion Forum**– 12% of final grade  To show reflection about what your team has learned Units 1.a., 1.b., 2.a., and 2.b., your team is asked to contribute to a discussion forum due the day after these classes end. The following are the criteria that will be used to grade your team’s contributions:   * Your team’s response applies *concepts* from the class. * It stays on topic and is easy to follow. * It is penetrating, well formulated, and practical. * It provides extra links, videos, and/or articles that support what you are saying. * It gives specific real-life business examples and situations. * It compares favorably to the quality of other students’ contributions   Your team will have about 15 minutes at the end of class to work on its contribution. The contribution should be more than 2 paragraphs long. It is due by 23:59 three days after the end of class. | | | | |

**COURSE READINGS**

* All the readings for the course are derived from books and cases I have authored i.e. *Management Strategy* 3rd edition(with Anne Cohen) published by McGraw Hill, *The Future of Technology Management and the Business Environment: Lessons on Innovation, Disruption, and Strategy Execution*  (published by Pearson Prentice-Hall), and *Innovations in Sustainability* (published by Cambridge University Press).
* All of the readings will be available to you in PDF form on Moodle in pre-publication versions. If interested in the actual books or an EBook version, you find them on Amazon and other Internet booksellers.

|  |
| --- |
| Schedule |
| **UNIT 1**  **1.a. Sustained Competitive Advantage and External Analysis**  **Thurs, May 20**  **Required Reading**:  SCA & EA reading available on Moodle  ZOOM LECTURES  Topic: **Intro to the Course: Sustained Competitive Advantage (SCA)**   * Part 1: 18-18:30 (approximate) * Discussion/Questions: 18:30-18:45 (approximate) * Part 2: 18:45-19;15 (approximate) * Discussion/Questions:: 19:15-19:30 (approximate)   Break  19:30-19:45  Topic: **External Analysis (EA): Five Forces Plus**   * Part 1: 19:45-20:15 (approximate) * Discussion/Questions: 20:15-20:30 (approximate) * Part 2: 20:30-21:00 (approximate) * Discussion/Questions: 21-21:15 (approximate)   Teams work on discussion contributions: 21:15-21:30, (approximate) which are due by 23:59 on Sunday.  **1.b. Internal Analysis and Business Strategy**  **Thurs, May 27**  **Required Reading**:  IS & BS available on Moodle  ZOOM LECTURES  Topic: **Internal Analysis (IA): The Resource-Based View**   * Part 1: 18-18:30 (approximate) * Discussion/Questions: 18:30-18:45 (approximate) * Part 2: 18:45-19;15 (approximate) * Discussion/Questions:: 19:15-19:30 (approximate)   Break  19:30-19:45  Topic: **Business Strategy (BS): Porter’s Generic Strategies**  Discussion   * Part 1: 19:45-20:15 (approximate) * Team’s Discuss: 20:15-20:30 (approximate) * Part 2: 20:30-21:00 (approximate) * Discussion/Questions: 21-21:15 (approximate)   Teams work on discussion contributions: 21:15-21:30, (approximate) which are due by 23:59 on Sunday.  **Thurs, June 10**  **1.c. Case Analysis: Amazon *or*** **Best Buy**  Your team decides which of these cases it wants to do, Amazon or Best Buy.  **Reading**:  Amazon or Best Buy cases available on Moodle  **Watch on-line before class**:   * The CEO of Amazon and the CEO of Best Buy (i.e. your professor) explains some of the issues these companies currently face. He will do this in PowerPoint show of about an hour for each company. Depending on which company your group chooses it should watch that show. Watching the show *is essential* as it will give you a specific charge as to what the CEO expects from his ICs.   In class, work with your team as internal consultants (ICs) to Amazon or Best Buy  18:00-21:15 (approximate)  Provide recommendations *either* to the CEO and top management team of Amazon or Best Buy according to the instructions previously given as course requirements. Deposit your recommendations by 12:15 on Moodle so that they can be graded.   * Update your knowledge of the case companies by finding out about their current situation on the Internet. * Start with a single PowerPoint using template like that found in the section on assessing your performance      |  |  |  |  | | --- | --- | --- | --- | | **Proposed Actions**  -what, when  -for how long | **Reasons to Pursue**  apply concepts to justify | **Pros**  revenue/profit other benefits | **Cons**  costs to carry out  other disadvantages | |  |  |  |  | |  |  |  |  | |  |  |  |  |  * Supplement the PowerPoint with additional PowerPoints that provide supporting evidence. * Help me (the CEO) with talking points about the company’s future that the CEO can use when he speaks to analysts and investors. * As indicated previously 8-12 slides are sufficient.   **UNIT 2**  **2.a. Corporate Strategy and Global Strategy**  **Thurs, June 17**  **Required Reading**:  CS & GS reading available on Moodle  ZOOM LECTURES  Topic: Corporate Strategy (CS): Mergers, Acquisitions, and Divestitures   * Part 1: 18-18:30 (approximate) * Discussion/Questions: 18:30-18:45 (approximate) * Part 2: 18:45-19;15 (approximate) * Discussion/Questions:: 19:15-19:30 (approximate)   Break  19:30-19:45  10:45-11:45 (approximate)  Topic: Global Strategy (GS): The Promise and Pitfalls of Expanding Abroad   * Part 1: 19:45-20:15 (approximate) * Team’s Discuss: 20:15-20:30 (approximate) * Part 2: 20:30-21:00 (approximate)   Discussion/Questions: 21-21:15 (approximate  Teams work on discussion contributions: 21:15-21:30, (approximate) which are due by 23:59 on Sunday.  **2.b. Innovation Strategy and Reinvention**  **Thurs, June 24**  **Required Reading**:  IS and R readings available on Moodle  ZOOM LECTURES  Topic: Innovation Strategy: Making Revolutionary versus Incremental Change   * Part 1: 18-18:30 (approximate) * Discussion/Questions: 18:30-18:45 (approximate) * Part 2: 18:45-19;15 (approximate) * Discussion/Questions:: 19:15-19:30 (approximate)   Break  19:30-19:45  Topic: Reinvention: Overcoming the Problem of Lethargy   * Part 1: 19:45-20:15 (approximate) * Team’s Discuss: 20:15-20:30 (approximate) * Part 2: 20:30-21:00 (approximate) * Discussion/Questions: 21-21:15 (approximate)   Teams work on discussion contributions: 21:15-21:30, (approximate) which are due by 23:59 on Sunday.  **Thurs, July 1**  **2.c. Case Analysis: Disney *or*** **Dell**  Your team decides which of these cases it wants to do, Amazon or Best Buy.  **Reading**:  Disney or Dell cases available on Moodle  **Watch on-line before class**:   * The CEO of Disney and the CEO of Dell (i.e. your professor) explains some of the issues these companies currently face. He will do this in PowerPoint show of about an hour for each company. Depending on which company your group chooses it should watch that show. Watching the show *is essential* as it will give you a specific charge as to what the CEO expects from his ICs.   In class, work with your team as internal consultants (ICs) to Disney or Dell  18:00-21:15 (approximate)  Provide recommendations *either* to the CEO and top management team of Disney or Dell according to the instructions previously given as course requirements. Deposit your recommendations by 12:15 on Moodle so that they can be graded.   * Update your knowledge of the case companies by finding out about their current situation on the Internet. * Start with a single PowerPoint using template like that found in the section on assessing your performance      |  |  |  |  | | --- | --- | --- | --- | | **Proposed Actions**  -what, when  -for how long | **Reasons to Pursue**  apply concepts to justify | **Pros**  revenue/profit other benefits | **Cons**  costs to carry out  other disadvantages | |  |  |  |  | |  |  |  |  | |  |  |  |  |  * Supplement the PowerPoint with additional PowerPoints that provide supporting evidence. * Help me (the CEO) with talking points about the company’s future that the CEO can use when he speaks to analysts and investors. * As indicated previously 8-12 slides are sufficient.   .  **UNIT 3**  **Thurs, July 8**    **3.a. Final Case Analysis: Tesla**    **Reading**:  Tesla case available on Moodle  **Watch on-line before class**:   * The CEO of Tesla (i.e. your professor) explains some of the issues his company currently face. He will do this in PowerPoint show of about an hour. Watching the show *is essential* as it will give you a specific charge as to what the CEO expects from his ICs.   In class, work with your team as internal consultants (ICs) to Tesla  18:00-21:15 (approximate)  Provide recommendations to the CEO of Tesla according to the instructions previously given as course requirements. Deposit your recommendations on Moodle by 12:15 so that they can be graded.   * Update your knowledge of Tesla by finding out about its current situation on the Internet. * Start with a single PowerPoint using template like that found in the section on assessing your performance      |  |  |  |  | | --- | --- | --- | --- | | **Proposed Actions**  -what, when  -for how long | **Reasons to Pursue**  apply concepts to justify | **Pros**  revenue/profit other benefits | **Cons**  costs to carry out  other disadvantages | |  |  |  |  | |  |  |  |  | |  |  |  |  |  * Supplement the PowerPoint with additional PowerPoints that provide supporting evidence. * Help me (the CEO) with talking points about the company’s future that the CEO can use when he speaks to analysts and investors. * As indicated previously 8-12 slides are sufficient.   **Thurs, July 15**    **3.b. Course Wrap-Up: Final Quiz and Discussion Forum**    Prior to noon on July 20, you must complete the following tasks   * You are obligated to complete the quiz on Moodle *by yourself*, 40 multiple choice questions within 60 minutes without books, notes, or other material that may aid you. * To show reflection about what you have learned in the course, you will be asked to contribute to a discussion forum (for more details see material about course expectations found at the beginning of the syllabus). |