

Objectives

“Strategy is the art of enacting the future”

Strategy is formulated and executed in an increasingly changing environment influenced by political, technological, economic, global, competitive and social forces. Managers must strive to understand these interacting forces and develop successful and sustainable strategies. This course is about how you, in the position of a general manager can enhance and sustain performance by making sound strategic decisions. Its objective is to develop and sharpen skills in making robust judgments to support your decisions about the strategic direction of your unit or company.

Business Strategy	
	<p><u>Course Material:</u></p> <p><u>Background readings:</u></p> <ul style="list-style-type: none"> • Porter, M., E. 1996. What is Strategy. <i>Harvard Business Review</i> (November-December): 61-78 • Prahalad, C. K., Hamel, G. 1990. The Core Competence of the Corporation. <i>Harvard Business Review</i> (May-June 1990): 79-91 • Goold, M., Campbell, A. 1998. Desperately seeking synergy. <i>Harvard Business Review</i> 76(5): 131-144 • W. Chan Kim and R.A. Mauborgne, 1993, Making Global Strategies Work, Sloan Management Review. • Prahalad, C. K., Hart, S. L. 2002. The Fortune at the Bottom of the Pyramid. <i>Strategy + Business</i> (26): 54-67 • Seelos, Ch., Mair, J. (2005) Sustainable Development, Sustainable Profits. <i>European Business Forum</i> (20): 49-53 <p><u>Suggested Book</u></p> <ul style="list-style-type: none"> • Grant, R. 2005. Contemporary Strategy Analysis (5 ed.). Blackwell: Malden (MA) <p><u>Alternatives:</u> There are many alternative books on strategy that one could assign. Here is a sample of books that relate well to the course and can be used as an alternative reading for the sessions.</p> <ul style="list-style-type: none"> ○ Pankaj Ghemawat: <i>Strategy and Competitive Landscape</i>, Prentice Hall, 2nd edition, 2005. ○ Besanko, David, David Dranove and Mark Shanley: <i>Economics of Strategy</i>, Willey&Sons, 2000.
Session 1	I. Introduction: What is Strategy?

<p>Tuesday, April 17</p>	<p>Required reading: Madonna (Mini-Case)</p> <p><u>Assignment Questions</u></p> <ol style="list-style-type: none"> 1. What is Strategy? 2. Has Madonna been successful? Why? Why not? <p>II. Discussion: Short Cases in Strategy</p> <p>III. Competitive Advantage: Industry Analysis and Positioning</p> <p>Required reading: Apple Computer 2002 (HBS 9-702-469)</p> <p>Summary: <i>"Think Differently" has been Apple's motto. In this case we will discuss the history of Apple and how their position has changed over time. Can Apple survive in the current world dominated by the PC and Wintel platform?</i></p> <p><u>Assignment Questions</u></p> <ol style="list-style-type: none"> 1. Historically, what were Apple's major competitive advantages? 2. Analyze the structure of the personal computer industry over the last 10 years. How have the dynamics of the PC industry changed? 3. Evaluate Apple's strategy since 1990. 4. Has Steve Jobs "solved" the problem? What should Steve Jobs do today? <p>IV. Lecture: Strategic Positioning</p>
<p>Session 2 Wednesday, April 18</p>	<p>V. Competitive advantage: Positioning and Sustainability</p> <p>Required reading: Ducati (HBS 9-701-132)</p> <p>Summary: <i>Ducati is a real success story when talking about strategic turnarounds. The real challenge for Ducati today is how to sustain the competitive advantage they achieved during this turnaround.</i></p> <p><u>Assignment Questions:</u></p> <ol style="list-style-type: none"> 1. What is Ducati's competitive advantage based on? 2. Can this advantage sustain growth? 3. What are the alternatives for the future? <p>Required reading: Ice Fili (HBS 9-703-516)</p> <p>Summary: <i>Surviving in Russia's ice cream industry is hard. Can a local company take on a global player like Nestlé?</i></p> <p><u>Assignment Questions:</u></p> <ol style="list-style-type: none"> 1. What is Ice-Fili's position in the Russian ice cream market? 2. Does Ice-Fili create value? 3. What are its strategic options going forward? <p>VI. Lecture: Strategic Framework – Value Creation, Value Capturing (I)</p>
<p>Session 3 Wednesday, May 23</p>	<p>VII. Lecture: Strategic Framework – Value Creation, Value Capturing (II)</p> <p>VIII. Business Models</p>

	<p>Required reading: Project Impact: The Affordable Hearing Aid Project (IESE DG-1472)</p> <p>Summary: <i>This case tells the growth and success of projects to develop, manufacture and distribute low-cost hearing aids and other basic medical technology in India. The case analyzes challenges such as scaling and financial sustainability and reflects on strategic options for the future in a changing competitive landscape.</i></p> <p><u>Assignment Questions:</u></p> <ol style="list-style-type: none"> 1. What are the strategic objectives David Green tries to maximize - is he successful? 2. How does David Green create value, how and by whom is value captured? 3. Is it OK to sell Aurolab products in the US at US market prices? <p>IX. Lecture: Dynamics of Business Strategy</p> <p>X. Workshop: Using Strategy Tools</p>
<p>Session 4 Thursday, May 24</p>	<p>XI. Global Business Strategy</p> <p>Required reading: Telenor in Bangladesh (A + B) INSEAD 304-147-1 and 304-148-1</p> <p>Summary: <i>This case describes the development of the mobile phone market in Bangladesh from the perspective of the Norwegian Telecommunications company, Telenor. Telenor had the opportunity to be a first-mover in the Bangladesh mobile telephone market and establish a successful operation through a partnership with a local organization Grameen Bank. However, in Order to capitalize on this opportunity, Telenor had to agree to the social cause of providing telephone connectivity for the rural poor by offering mobile services in the villages.</i></p> <p><u>Assignment Questions:</u></p> <ol style="list-style-type: none"> 1. Why did companies not see the value, why was Bangladesh not on Telenor's radar screen in 1994? 2. Could Telenor have done it alone? 3. How is social and economic value creation interdependent in this case? <p>XII. Presentations: Strategic Analysis and Final Wrap up</p>