Course Overview:

This course is about the ‘big picture’. Where do you want to go with your organisation? What are you trying to achieve? Why? How? We will be exploring different concepts and tools that can help you understand the environment that a company finds itself in, the resources it needs to obtain, and the organisation it needs to build. Moreover, an explicit question will always be “and what do you do, at the end of the day?” We will focus on how you develop and implement a consistent and coherent strategy in today’s business world.

To achieve this, we build this course on three pillars: strategic positioning, capabilities, and change. We start from the analysis of the external competitive environment, looking at industry structure, and assess how a firm can select the best position within this environment. We then move to an analysis of firm resources and capabilities, and focus on the firm’s resource system, and examine the challenge of coordinating the pieces of the puzzle that underpin corporate success. We then turn to look at organisational change: How do you grow a company? What happens when a company’s environment changes? And what do you do if you are in an environment that just keeps on changing? Finally, we look at strategy implementation, and at the way in which the organisational context enables or inhibits us to put this strategy into action.

Learning Objectives:

Throughout the course, we will introduce conceptual models and analytical techniques, but also try to move beyond them and provide you with a hands-on experience through case analysis. Our objective is to help you assess and successfully analyse ill-structured competitive situations, selecting and then effectively using the appropriate tools and frameworks.
## Essential Readings

<table>
<thead>
<tr>
<th>Title</th>
<th>Year</th>
<th>Author</th>
<th>Institution of Author</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contemporary Strategy Analysis: Concepts, techniques, applications. (Blackwell Publishers)</td>
<td>2002</td>
<td>Robert M. Grant</td>
<td>Georgetown University, USA</td>
</tr>
</tbody>
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## Optional Readings

<table>
<thead>
<tr>
<th>Title</th>
<th>Year</th>
<th>Author</th>
<th>Institution of Author</th>
</tr>
</thead>
<tbody>
<tr>
<td>All the right moves: A guide to crafting breakthrough strategy (Harvard Business School Press)</td>
<td>1999</td>
<td>Constantinos C. Markides</td>
<td>London Business School</td>
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</tbody>
</table>

## Summary of Cases

<table>
<thead>
<tr>
<th>Session number</th>
<th>Case name</th>
<th>Date of Issue</th>
<th>Country Setting</th>
<th>Industry</th>
<th>Nationality of Firm</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nespresso</td>
<td>1995</td>
<td>Switzerland</td>
<td>Coffee</td>
<td>Swiss</td>
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<tr>
<td>2</td>
<td>African Communications Group</td>
<td>1996</td>
<td>Tanzania</td>
<td>Telecom</td>
<td>American</td>
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<td>3</td>
<td>Leadership Online: Barnes &amp; Noble vs. Amazon.com</td>
<td>2000</td>
<td>USA</td>
<td>Book</td>
<td>American</td>
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<td>4</td>
<td>Delta Grand Pacific Hotel</td>
<td>1998</td>
<td>Thailand</td>
<td>Hotel</td>
<td>Thai</td>
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<td>5</td>
<td>Rebirth of the Swiss Watch Industry 1980-92</td>
<td>2000</td>
<td>Switzerland</td>
<td>Watch</td>
<td>Swiss</td>
</tr>
<tr>
<td>6 &amp; 7</td>
<td>Integration</td>
<td>Group assignment &amp; presentations</td>
<td></td>
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<tr>
<td>8</td>
<td>McKinsey</td>
<td>2000</td>
<td>USA</td>
<td>Consultancy</td>
<td>American</td>
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<tr>
<td>9</td>
<td>Oticon</td>
<td>2002</td>
<td>Denmark</td>
<td>Hearing Aid</td>
<td>Danish</td>
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<td>10</td>
<td>Sabena Belgian World Airlines: Weytjens’ First Assignment</td>
<td>1994</td>
<td>Belgium</td>
<td>Airline</td>
<td>Belgian</td>
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## Assessment

<table>
<thead>
<tr>
<th></th>
<th>Individual (%)</th>
<th>Group (%)</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation &amp; Individual Assignments</td>
<td>30</td>
<td></td>
<td>30</td>
</tr>
<tr>
<td>Paper</td>
<td></td>
<td>20</td>
<td>20</td>
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<tr>
<td>Exam</td>
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<td></td>
<td>50</td>
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<td>Total</td>
<td><strong>80</strong></td>
<td><strong>20</strong></td>
<td><strong>100%</strong></td>
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## Key Dates for Assignments

<table>
<thead>
<tr>
<th>Title of assignment</th>
<th>Week due</th>
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<tbody>
<tr>
<td>Group Project</td>
<td>Session 7 (end of the day) i.e. 9pm</td>
</tr>
<tr>
<td>Individual Assignments</td>
<td>Various weeks 2-5</td>
</tr>
<tr>
<td>Exam Date</td>
<td>December, 3-7</td>
</tr>
</tbody>
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Class Schedule

Session 1: Thursday 7th October 2004, 09:15 – 12:15, LT1
Introduction: “What is Strategy?”

Preparation:
Case: Nespresso
1. Based on the case, has Nespresso been a success so far?
2. What should Nespresso do?

Follow-up reading:
• Grant, chapter 1

Optional follow-up reading:
• Markides, chapters 1, 3-4

Session 2: Thursday 14th October 2004, 09:15 – 12:15, LT1
Positioning: “Industry Analysis”

Preparation:
Case: African Communications Group
1. How attractive is the pay-phone market in Tanzania?
2. What is your opinion of their strategy and their projection of financials (see exhibit 7)?

Follow-up reading:
• Grant, chapter 3

Session 3: Thursday 21st October 2004, 09:15 – 12:15, LT1
Positioning: “Industry Evolution”

Preparation:
Case: Leadership Online: Barnes & Noble vs. Amazon.com
1. How has the structure of the book selling industry evolved over time?

Follow-up reading:
• Grant, chapter 4

Optional follow-up reading:
• Markides, chapter 2
Session 4: Thursday 28th October 2004, 09:15 – 12:15, LT1

Capabilities: “Value Chain Activities”

Preparation:
Case: Delta Grand Pacific Hotel
1. What strategy should Delta Grand Pacific Hotel choose?
2. What facilities do they need to develop?

Follow-up reading:
- Grant, chapters 7-9

Optional follow-up reading:
- Markides, chapters 7-8

Session 5: Thursday 4th November 2004, 09:15 – 12:15, LT1

Capabilities: “Resource Analysis & Competitive Advantage”

Preparation:
Case: Rebirth of the Swiss Watch Industry, 1980-1992
1. Why did the Swiss Watch Industry take so long to respond to the introduction of the quartz watch?

Optional reading:

Follow-up reading:
- Grant, chapters 5 & 10

Session 6 & 7: Friday 12th November 2004, 09:15 – 12:15 & 13:45 – 16:45, LT1

Integration: Assignment Session

Session 8: Thursday 18th November 2004, 09:15 – 12:15, LT1

Growth & Change: “Organizational Environment”

Preparation:
Case: McKinsey & Company: Managing Knowledge and Learning
1. What has enabled McKinsey to grow?
2. What value does McKinsey create for its customers?

Follow-up reading:
- Grant, Chapter 6

Optional follow-up reading:
Session 9: Thursday 25th November 2004, 09:15 – 12:15, LT1
Growth and Change: “Adapting to Environmental Change”

Preparation:
Case: Oticon
1. What are the sources of Oticon’s problems?
2. What strategy would you advise Kolind to follow?

Follow-up reading:
• Grant, chapters 11 & 17

Optional follow-up reading:

Session 10: Thursday 2nd December 2004, 09:15 – 12:15, LT1
Growth & Change: “Strategy Implementation”

Preparation:
Case: Sabena Belgian World Airlines: Weytjens’ First Assignment
1. What personal, business and environmental factors influence Erik Weytjens’ decisions and actions? In what way?
2. What is your assessment of the situation at Sabena catering and how ready is the organisation for change?

Optional follow-up reading:
• Markides, chapter 10