

Master of International Business

Course: **Strategic Diagnosis**
Hours: 20
ECTS Credits: 3

➤ DESCRIPTION AND LEARNING OBJECTIVES OF THE COURSE

The aim of this course is to provide an introduction to the key concepts of strategic management and the development of business-level strategy. By working through a variety of case studies in a highly interactive setting participants will strengthen their capacity to identify, analyze, formulate and communicate a range of business strategies. The course will outline what strategy is and why its important in today's business world as well as providing an overview of a range of diagnostic tools and methods used to analyze a company's external and competitive environment, its internal strategic capabilities, purpose and culture and a range of business-level competitive strategies.

The course will incorporate lectures, videos, class discussions, case studies and team assignments (including a group presentation).

➤ TOPICS OF EACH SESSION OR SUMMARY OF THE COURSE

Lecture 1: Introducing strategy and key strategic concepts: what is strategy, why its important, the strategic process and the "classical" approach to strategic analysis.

Strategic intent and organisational purpose: values, mission, vision and objectives.

Readings:

1. Michael PORTER, "What is Strategy?", *Harvard Business Review*, November-December 1996, p.61
2. Costas MARKIDES, "What is Strategy & How Do You Know if You Have One?", *Business Strategy Review*, Summer 2004, Vol 15 Issue 2 p.6
3. Donald C. HAMBRICK and James W. FREDRICKSON "Are You Sure You Have a Strategy?", *Academy of Management Executive*, 2005, Vol. 19, No. 4, p.51
4. David J. COLLIS and Michael G. RUKSTAD, "Can You Say What Your Strategy Is?", *Harvard Business Review*, April 2008

Case: The LEGO Group: working with strategy (*Exploring Strategy* textbook, p.542-546)

Lecture 2: Understanding and analyzing the external environment: macro-environmental analysis, industries and sectors, competitors and markets, strategic mapping, looking for blue oceans and new value curves.

Culture and strategy: what is organizational culture and why is it important for strategy?

Readings:

1. Michael PORTER, "The 5 Competitive Forces that Shape Strategy", *Harvard Business Review*, January 2008, p.78
2. Boston Consulting Group, "The Experience Curve - Reviewed", *BCG Perspectives*, No. 124
3. W. Chan KIM and Renee MAUBORGNE, "Blue Ocean Strategy", *Harvard Business Review*, October 2004, p.76-84

Case: South West Airlines (Stanford Graduate School of Business, Case: HR-1A)

Lecture 3: The internal environment: resources, capabilities and competitive advantage.

Business-level strategy: understanding strategic business units, generic competitive strategies, interactive strategies and game theory, business model innovation and avoiding strategic drift, business strategy in a global world.

Readings:

1. Gerry JOHNSON, Kevan SCHOLLES and Richard WHITTINGTON, *Exploring Corporate Strategy (Text & Cases)* 9th edition, Harlow, UK: Prentice Hall Financial Times/Pearson Education, 2011, Chapter 6, P. 196-223
2. Gary HAMEL & CK PRAHALAD, "Strategic Intent", *Harvard Business Review*, May-June 1989, p.63
3. Mark W. JOHNSON, Clayton M. CHRISTENSEN & Henning KAGERMANN, "Reinventing Your Business Model", *Harvard Business Review*, December 2008, p.51
4. Boston Consulting Group, "Globality: The World Beyond Globalization", *BCG Perspectives*, July 2008

Case: Amazon 2007 – early 2009 (*Exploring Strategy* textbook, p.573-585)

Lecture 4: Corporate governance and stakeholder expectations

Reinventing Capitalism?: corporate social responsibility, hybrid value chains and bottom of the pyramid strategies.

Creating coherence through strategic alignment: mapping activity systems, aligning strategy, business models and tactics.

Readings:

1. Michael PORTER and Mark KRAMER, "Creating Shared Value – How to reinvent capitalism and unleash a wave of innovation and growth", *Harvard Business Review*, January-February 2011
2. Steve LOHR, "First, Make Money. Also, Do Good", *Financial Times*, August 13, 2011
3. Bill DRAYTON and Valerie BUDINICH, "A New Alliance for Global Change", *Harvard Business Review*, September 2010, p.56-64

4. CK PRAHALAD & Allen HAMMOND, "Serving the World's Poor Profitably" *Harvard Business Review*, September 2002,
5. Ramon CASADESUS-MASANELL and Joan E. RICART, "How to Design a Winning Business Model", *Harvard Business Review*, January-February 2011, p.100-107

Case: Genzyme's CSR Dilemma: How to Play its HAND (Harvard Business School, 9-910-407, April 2012)

Lecture 5: Group strategic analysis presentations

➤ **EVALUATION AND GRADING**

Class participation & case discussions	20%
Group presentation & report	40%
Final exam	40%

➤ **BIBLIOGRAPHY**

REQUIRED:

Gerry JOHNSON, Kevan SCHOLLES and Richard WHITTINGTON, "**Exploring Corporate Strategy (Text & Cases)**" (9th edition), Harlow, UK: Prentice Hall Financial Times/Pearson Education, 2011.
ISBN: 978-0-273-73202-0

RECOMMENDED:

Michael PORTER, "**Competitive Strategy: Techniques for Analyzing Industries and Competitors**", New York: Free Press, 1980.
ISBN: 0029253608

Robert GRANT, "**Contemporary Strategy Analysis and Cases (Text & Cases)**", (7th edition), Oxford, UK: Wiley, 2010.
ISBN: 978-0-470-74709-4