

STRATEGY COURSE SYLLABUS – WINTER 2006

| Week | Module | Day | Date | Class | Additional Reading |
|----------|------------------------------|----------------|--|--|--|
| | Review Materials | | Prior to Mon., Jan. 23 | These are optional materials available for review prior to and throughout the Strategy course. | Khanna and Rivkin, “Math for Strategists” (705-433) Online Strategy Microeconomics Tutorial |
| 1 | Introduction | 1 | Mon., Jan. 23 | Dogfight over Europe: Ryanair (A) (700-115) | Porter, “What is Strategy?” (Reprint 96608) |
| | Industry Analysis | 2 | Tues., Jan. 24 | Bally Total Fitness (706-450) | Porter, “How Competitive Forces Shape Strategy” (Reprint 79208) |
| 3 | | Wed., Jan. 25 | The Pharmaceutical Industry in 2005 (706-423) | | |
| 4 | | Mon., Jan. 30 | Alusaf Hillside Project (704-458) | | |
| 5 | | Tues., Jan. 31 | Yamato Transport: Valuing and Pricing Network Services (A) (704-475) | | |
| 2 | | 6 | Wed., Feb. 1 | Cola Wars Continue: Coke and Pepsi in the Twenty-First Century (702-442) | Self-Assessment Quiz #1 Available |
| | | | | Recruiting | |
| 3 | | | | | |
| | Competitive Advantage | 7 | Tues., Feb. 14 | Ice-Fili (Abridged) (705-441) | Ghemawat and Rivkin, “Creating Competitive Advantage” (798-062) |
| 8 | | Wed., Feb. 15 | Wal-Mart in 2003 (Abridged) (705-443) | | |
| 5 | | 9 | Wed., Feb. 22 | Edward Jones (700-009) | |
| | | 10 | Fri., Feb. 24 | Apple Computer in 2002 (702-469) | |
| 6 | | 11 | Wed., March 1 | Samsung Electronics (705-508) | |
| | | 12 | Thurs., March 2 | The Golden Age of Home Video Games, From the Reign of Atari to the Rise of Nintendo (704-487) | |
| 7 | 13 | Mon., March 6 | Kodak and the Digital Revolution (A) (705-448) | Gavetti, “Strategy Formulation and Inertia” (705-468) | |
| | 14 | Fri., March 10 | Toys ‘R’ Us (A) (703-445) | | |
| 8 | | 15 | Mon., March 13 | Toyota Motor Corporation: Launching Prius* | |

*to be distributed separately

8/21/2006

STRATEGY COURSE SYLLABUS – WINTER 2006

| Week | Module | Day | Date | Class | Additional Reading |
|------|----------------------|---------------|---|--|--|
| | | 16 | Thurs., March 16 | Integrative Exercise (Midterm Review) | |
| 9 | | | | Spring Break | |
| 10 | Competitive Dynamics | 17 | Thurs., March 30 | British Satellite Broadcasting versus Sky Television (794-031) | Oberholzer and Yao, "Game Theory and Business Strategy" (705-471)* |
| | | 18 | Fri., March 31 | Ready-to-Eat Breakfast Cereal Industry in 1994 (A) (795-191) | |
| 11 | | 19 | Wed., April 5 | Lamoian Corp. (Condensed) (705-461) | |
| 20 | | Fri., April 7 | Midway's Entry into Milwaukee (705-470) | Self-Assessment Quiz #2 Available | |
| 12 | Corporate Strategy | 21 | Tues., April 11 | The Walt Disney Company: The Entertainment King (701-035) | Piskorski, "Note on Corporate Strategy" (705-449) |
| 13 | | 22 | Tues., April 18 | Zara: Fast Fashion (703-497) | |
| | | 23 | Wed., April 19 | Celulosa Arauco: Forward Integration or Capacity Expansion?* | |
| | | 24 | Thurs., April 20 | House of Tata, 1995: The Next Generation (A) (798-037) | |
| 14 | Global Strategy | 25 | Mon., April 24 | Arcor: Global Strategy and Local Turbulence (704-427) | Collis and Siegel, "Note on International Strategy"* |
| | | 26 | Wed., April 26 | General Electric Medical Systems* | |
| 15 | | 27 | Mon., May 1 | HSBC Holdings (705-466) | |
| | | 28 | Tues., May 2 | The Globalization of CEMEX (701-017) | |
| 15 | Summary | 29 | Wed., May 3 | Globalization of HBS (703-432) | |
| | | 30 | Thurs., May 4 | Final Lecture | |
| | | 16 | 31 | Mon., May 8 | Final Exam |

*to be distributed separately

8/21/2006