

STRATEGIC MANAGEMENT (A.K.A. Collision with Change, Uncertainty, and Ambiguity)

Fall 2007 (MGMT-5400)

Class Days: Tuesdays & Thursdays

12:30 PM to 1:45 PM (Location: Sanford 112)

Instructor:	Teaching Assistant:
<p>Prof. Gideon Markman gmarkman@terry.uga.edu Office Hours: Tuesdays: 2:00-3:00 PM Brooks Hall, Room 433 (706) 542-3751 ...and by appointment</p>	<p>TBA gmarkman@terry.uga.edu Office Hours: By Appointment</p>

[Course Policies](#)

Course Materials:

1. Textbooks:

A. Essentials

1) The Innovator's Dilemma by Clayton M. Christensen (Harvard Business School Press).

2) Rembrandts in the Attic by Kevin Rivet & David Kline (2000; Harvard Business School Press)*.

* Available FREE in electronic format (see UGA Library; the GIL@UGA Catalog)

3) As the Future Catches You by Juan Enriquez (2001; Crown Pub.).

4) Competing for Advantage by Robert E. Hoskisson, Michael A. Hitt, Duane Ireland. (South-Western College Pub.) ISBN: 0324273436

B. Optional/Recommended

1) Readings in the Strategy Process (3rd edition) by Mintzberg and Quinn (1998; Prentice Hall)

2) The Innovator's Solution by Clayton M. Christensen (Harvard Business School Press, 2003).

3) Why Smart Executives Fail: And What You Can Learn from Their Mistakes by Sydney Finkelstein (Portfolio; 2003).

2. Cases:

Some cases will be handed in class, others are available form www.study.net. This site enables you to purchase the Harvard Business School cases used in the class directly. You will need to register on the site and use a credit card to purchase the case packet which will then allow you to download the cases. Please note that these cases are governed under copyright so purchase your own set of cases. Sharing passowrds to "double dip" from study.net is a violation of UGA's honor code for academic honesty.

3. Class Notes and Other Resources:

Will be provided on an "as needed" basis or will be posted on WebCT's syllabus.

This is an Interactive Syllabus; do NOT print because it will change frequently.

<u>SCHEDULE</u>				
<u>Date</u>	<u>Topics or Cases to be discussed in Class</u>	<u>Pre-Class Readings</u>	<u>Assignments Due (by beginning of class time)</u>	<u>Teaching Value (downloads posted after class)</u>
8-16 (R)	Personal introductions Course objectives Assignments/Expectations WebCT orientation & expectations Course & policies overview	1) Start reading "As the Future Catches You"	Due: Get Extra Credit (3 pts) for submitting your signed contract today (competitive advantage for 1st movers).	1) Welcome-to-5400 2) NPR clip on Smart Homes
8-21 (T)	1) Starting the Revolution	1) Finish reading "As the Future Catches You" 2) Rembrandts: Ch-1&2 3) Preparing a Case (short summary). 4) Doing Case Studies (make sure to read all linked pages) 5) Comp.Adv. Ch-1	Due: Submit your contract (sorry, no Extra Credit ; just competitive parity)	1) Revolution 1
8-23 (R)	Guest Speaker: Neeraj Datta The CEO of rPeptide	1) Rembrandts: 3 + 4 2) Diet for your genes! 3) Comp.Adv. Ch-2 + 3. 4) From Questions to Innovations	Due: MCQ1-- Submit (via e-mail) a 5-choice question Due: If you just added the class, please submit your contract	1) Revolutoin 2 2) Revolutoin 3.0
8-27 (T)	1) Revolution 2 1) Revolution 3.0	1) Rembrandts: 5 + 6 2) Comp.Adv. Ch-4 3) A New Biz School	Due: None	1) How to MCQs 2) Revolution 3.1
8-30 (R)	1) Revolution 3.1	1) Rembrandts: 7 2) Comp.Adv. Ch-5 3) A million dollar webpage (click "Press")	Team formation: Please bring copies of your CV to class. Also, please review the presentation dates to make sure you can attend. A CV is your a curriculum vita (or résumé). Why bring copies of your CV to class? Because we're going to form teams in class so	1) Case Analysis 2) Finish Revolution 3.1

			you can use your CV to market yourself and to identify the best team you can get.	
9-4 (T)		1) Comp.Adv. Ch-6 + 7	Due: None	2) Finish Revolution 3.1
9-6 (R)	1) Business Concept Innovation 1) Revolution 3.2	1) Comp.Adv. Ch-8 2) Harvard Case: Biopure Corp (T1).	Due: MCQ2-- Submit (via e-mail) a 5-choice question.	1) Biopure 2) How to MCQs
9-11 (T)	1) Business Concept Innovation	1) Dilemma: 1 & 2 2) Comp.Adv. Ch-9 3) The Art of Standard Wars	Due: None	1) Revolution 3.2
9-13 (R)	1) Business Concept Innovation	1) Dilemma: 3 2) Comp.Adv. Ch-10 3) Harvard Case: Elliot Lebowitz (T2)	Due: None	1) Attrib. Map
9-18 (T)	1) Starting the Revolution	1) Dilemma: 4 2) Comp.Adv. Ch-11	Due: None	1) Revolutoin 4
9-20 (R)	1) Starting the Revolution	1) Dilemma: 5 2) Comp.Adv. Ch-12 3) Harvard Case: BioTransplant (T3)	Due: MCQ3 -- Submit (via e-mail) a 5-choice question	1) ImmuLogic 2) Revolution 5 3) Waking IBM
9-25 (T)	1) Revolution	1) Dilemma: 6 2) Smart Mover: Dumb Mover 3) Industrial Evolution	Due: None	1) Revolution 6
9-27 (R)	Reading: Competition Demystified	1) Principles of E-ship Creation 2) Creative Destruction 3) Equity Financing for Human Capital 4) Dilemma: 7	Due: This is an optional assignment : Craft a MCQ on Competition Demystified -- Submit (via e-mail) (extra credit of up to 3 pts.)	1) None
10-2 (T)	Go ahead! Revolt!	1) Dilemma: 8 2) Shot Case: Genetic Savings & Clone 3) Harvard Case: ImmuLogic Pharm. (T4)	Due: None	1) Revolution 8
10-4 (R)	Go ahead! Revolt!	1) Simplify & Execute	Due: MCQ4 -- Submit (via e-	1) 3M Lessons

		2) 6-Keys-2-Creating-Wealth 3) Harvard Case: 3M Optical Sys (T5) Prd.2: Jeff Baker Prd.4: Kelly Archer	mail) a 5-choice question	
10-9 (T)	Topic: Innovation as a Capability	1) NPR clip: IP Pirates Hurt U.S. sales 2) Dilemma: 9 3) Hardball Strategies	Due: None	1) Revolution 9.0 2) 10 Principles
10-11 (R)	Topic: Innovation Innovation as a Process	1) Dilemma: 10 1) Harvard Case: Cultivating Capabilities to Innovate: Booz.Allen & Hamilton (T6)	Due: None	1) Booz Allen Hamilton 2) Revolution 9.1
SMS 10-16 (T)	No Class	No Class	Due: None	
10-18 (R)	Gust Speaker: Jeremy Minnick, Founder of J-House Media	1) None	Due: MCQ5 -- Submit (via e-mail) a 5-choice question	
10-23 (T)	Topic: Factor-Market Rivalry Topic: Rules for Innovation Topic: Innovation as a Capability	1) 10 Patents That Changed the World	Due: None	1) Factor-Market Rivalry 1) Origin of BCI
T2S 10-25 (R) Fall Break	No Class: Fall Break	No Class: Fall Break	No Class: Fall Break	No Class: Fall Break
10-29 (T)	Innovation as a Capability	1) When Innovations Fail	Due: None	1) Innovation Solution
11-1 (R)	Topic: Innovation	1) Intellectual Asset Mgmt Revolution	Due: MCQ6 -- Submit (via e-mail) a 5-choice question	1) Innovation Solution (cont.)
11-6 (T)	Topic: Ted Waldron and Kareem Shabana	1) Read: Core Competencies	Due: None	1) Growth Strategies

11-8 (R)	Topic: How to kill insurgents	1) Case 1: Genetic Savings & Clone	Due: None	1) Block Disruptive Innov. 2) Counter-Revolution Strategies
11-13 (T)	Topic: Innovation	1) The Business of Death 2) Case 2: Life Gems 3) Read: Ahes to ashes; dust to diamonds	Due: None	1) Why Not?
11-15 (R)	Topic: Innovation Starting the Revolution	1) None	Due: None	* Example of Disruptive Innovation * 1) Seeing what's next
11-20 (T)	Guest Speaker: Clarkson C. Logan Founder & President Maestro Music, Inc.	1) None	Due: MCQ7 -- Submit (via e-mail) a 5-choice question	1) None
11-22 (R)	Thanksgiving	Thanksgiving	Thanksgiving	Thanksgiving
11-27 (T)		Final Case Presentations: 1) Harvard Case: HP's Merced Decision (T1) 2) Harvard Case: OnSale Inc. (T2) 3) Case: Amazon (T3)	Due: Written Case Analyses for teams 1, 2, and 3 (in class; hard copy, please). Due: 360 Assessments for teams 1, 2, and 3 (e-mail as an attachment to me)	
11-29 (R)	Guest Speaker: Sarah Bilbrey Park Career Consultant	How to a great job Crafting your resume and job search strategies	Due: None.	
12-4 (T)	LAST CLASS SESSION 1) Review of Case Presentations 2) Q&A about the Exam 3) Grading Q&A 4) Wrap up	Final Case Presentations: 1) Starbucks Coffee (T4) 2) Southwest Airlines (T5) 3) Harvard Case: Becton Dickinson: Worldwide Blood Collection Team (T6) LAST CLASS SESSION 1) Review of Case	Due: Written Case Analyses for teams 4, 5, and 6 (in class; hard copy, please). Due: 360 Assessments for teams 4, 5, and 6 (e-mail as an attachment to me) LAST CLASS SESSION 1) Review of Case Presentations 2) Q&A about the Exam 3) Grading Q&A 4) Wrap up	

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Final Exam TBA	TBA	Final Exam Locations (TBA)	TAB	Final Exam Locations (TBA)

The above syllabus provides a mere "general plan" for the course and gross deviations will take place throughout the course (e.g., additional assignments may be scheduled on an as needed basis)