



BMGT 665: Strategic Management

Spring 2016

Two credits (2 cr.), Traditional Grading option only

Course Pre-requisites: ACTG 605, BFIN 681, BMIS 574,

BMGT 604, and BMGT 640

Course Co-requisite: MBA 603

Instructor: Dr. Suzanne Tilleman – GBB 369
Office Hours:
Tuesday & Thursday 8:30 - 9:30 AM
Other times by appointment
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Class Location: GBB 104

COURSE OUTLINE

Schedule may change with notice from the instructor

Readings and other materials are to be completed BEFORE coming to class

Week 1: Introductions, expectations, projects, & teams

Jan. 26

Review PESTEL, Generic Strategies, RBV (translate to VRIO), Five-Forces, Blue Ocean Strategy, core competency tree

Form Teams & Identify Three Companies

DUE AFTER CLASS: Email professor the list of your companies with preferences marked and team composition

Required materials

1. CAS.com: Resource-Based Strategy
<http://craftingastrategy.com/resource-based-strategy-0>
2. CAS.com: VRIO Criteria and Calculating VRIO Scores
<http://craftingastrategy.com/case-study-help>

Supplemental

1. MANSFIELD LIBRARY: Hambrick and Fredrickson (2005). Are You Sure You Have a Strategy? Academy of Management Executive, Vol 19., Issue 4, p51-62
2. Mansfield Library: Collis and Montgomery (2008). Competing on Resources. Harvard Business Review, Jul-Aug 2008, Vol. 86 Issue 7/8, p140-150
3. Mansfield Library: Kim and Mauborgne (2004). Blue Ocean Strategy. Harvard Business Review, Oct2004, Vol. 82 Issue 10, p76-84
4. Mansfield Library: Collis & Rukstad, 2008. Can You Say What Your Strategy Is? Harvard Business Review, April

5. Mansfield Library: Kumar, Nirmalya. Strategies to Fight Low Cost Rivals. Harvard Business Review, Dec2006, Vol. 84 Issue 12, p104-112
 6. Mansfield Library: Porter (2008). The Five Competitive Forces That Shape Strategy. Harvard Business Review, Jan2008, Vol. 86 Issue 1, p78-93
 7. CAS.com: Interview with Michael Porter – HBR The Five Competitive Forces That Shape Strategy. Also can be found https://www.youtube.com/watch?v=mYF2_FBCvXw
 8. CAS.com: video Industry Level Disruption PowerPoint presentation on Blue Ocean Strategy <http://craftingastrategy.com/core-curriculum/business-model>
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Week 2: Research Resources, Consolidation & Fragmentation

Feb 2:

Speaker: Susanne Caro, Business Librarian

Required materials:

1. HB Case: Pharmaceutical Industry: Challenges in the New Century Stephen P. Bradley; James Weber. 703489-PDF-ENG
3. CAS.com: External Value Chain – Industry Consolidation
<http://craftingastrategy.com/industry-consolidation>
4. CAS.com: Fragmentation in the Craft Beer Industry (video and white paper)
<http://craftingastrategy.com/fragmentation-beer-industry>
5. CAS.com: Blog - AB/In-Bev's Apparent Strategy <http://craftingastrategy.com/blog/ab-inbev-apparent-strategy>

Supplemental:

1. Fortune Magazine – A Craft Beer Empire Is Being Built <http://fortune.com/2015/07/17/duvel-moortgat-firestone-walker-craft-beer-empire-deal/>
 2. Bloomberg.com Can Craft Beer Survive AB/In-Bev (Video)
<http://www.bloomberg.com/news/features/2015-06-25/can-craft-beer-survive-ab-inbev->
 3. BusinessWeek.com The Plot To Destroy America's Beer
<http://www.bloomberg.com/bw/articles/2012-10-25/the-plot-to-destroy-americas-beer>
 4. MANSFIELD LIBRARY Porter, M. (1980). Industry evolution. In *Competitive strategy* (pp.156-274). New York, NY: The Free Press.
 5. MANSFIELD LIBRARY Porter, M. (1980). Competitive strategies in fragmented industries. In *Competitive strategy* (pp.191-214). New York, NY: The Free Press.
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Week 3: Value Creation, Value Chain Economics, Value Chain, Routines, and Capabilities

Feb 9:

Speaker: Mark Bretz – President, Bretz RV & Marine

Required materials:

1. CAS.com: What is Value?
<http://craftingastrategy.com/what-value>
2. CAS.com: What are Transaction Costs?
<http://craftingastrategy.com/what-are-transaction-costs>
3. CAS.com: Internal Value Chain
<http://craftingastrategy.com/internal-value-chain-put-your-good-where-it-will-do-most>
4. CAS.com: You Can't Put Percent Margins In The Bank
<http://craftingastrategy.com/you-cant-put-percent-margins-bank>

5. CAS.com: Pok Pok Case Study (Read And Click Through Value Chain Highlighter) <http://craftingastrategy.com/casestudy/pok-pok>
 6. CAS.com: Magic Barrel Case Study (Read And Click Through Value Chain Highlighter) <http://craftingastrategy.com/casestudy/magic-barrel>
 7. CAS.com: Competitive Advantage Through Consistent Routines (Paper and Video) <http://craftingastrategy.com/competitive-advantage-through-consistent-routines>
 8. CAS.com: Blog – Great Leaders Empower Others <http://craftingastrategy.com/blog/great-leaders-empower-others>
 9. CAS.com: Activity – Magic Barrel Case Study (Value Chain Highlighter – The Magic Barrel Way) Is this an Engineering, Entrepreneurial or Administrative Problem? What Strategic Type is Magic Barrel? <http://craftingastrategy.com/casestudy/magic-barrel>
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Week 4: External Analysis Presentations, Business Model Canvas, and Multiple Business Models
Feb 16:

DUE IN CLASS: External Analysis Presentations

Required materials:

1. CAS.com: Death of the Business Plan <http://craftingastrategy.com/death-business-plan>
2. CAS.com: Innovative Revenue Models <http://craftingastrategy.com/more-mug-club>
3. CAS.com: Osterwalder Video – Burn Your Business Plan <http://craftingastrategy.com/core-curriculum/business-model> and then click on video.

Supplemental:

1. MANSFIELD LIBRARY: Osterwalder, A. & Pigneur, Y. Business Model Generation Preview. http://www.businessmodelgeneration.com/downloads/businessmodelgeneration_preview.pdf
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Week 5: Business Model Continued & Activity Mapping

Feb 23:

Speaker:

If time permits we will watch Opportunity and threat of disruptive technologies video

Required materials:

1. HB Case: redBus: The Next Step for Growth Sandeep Goyal; Amit Kapoor; M. P. Jaiswal. W13193-PDF-ENG
2. Mansfield Library: Workshop 11: Implementing Your Strategy. Braun & Lathan, Mastering Strategy
3. CAS.com: Incumbent Firms, Ignorance, and Disruption – Blog, Give Me Profitability and Give Me Death <http://craftingastrategy.com/blog/give-me-profitability-and-give-me-death>
4. CAS.com: Homework: Podcast – Multi-Business Model Approach <https://s3.amazonaws.com/podcasts.craftingastrategy.com/2014/Multi-Business+Model+with+Dr.+Sam+Holloway.mp3>

Supplemental:

1. MANSFIELD LIBRARY: Johnson, Christensen, and Kagermann (2008). Reinventing Your Business Model. Harvard Business Review, Dec2008, Vol. 86 Issue 12, p50-59
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Week 6: Pharmaceutical Cases – Application of Frameworks and Concepts

Mar 1: BOZEMAN

Speaker: Daryl Paulson, CEO of BioScience Laboratories

DUE IN MOODLE PRIOR TO CLASS: RedBus – Activity map assignment due – complete individually

DUE IN MOODLE PRIOR TO CLASS: Answers to Questions in the case Growth Strategies in the Pharmaceutical Industry

1. How will the business model of Pfizer change depending on the growth model it adopts?

1.a. What skills will Pfizer have to adopt or develop depending on the growth model?

1.b. How will the supply chain change depending on the growth model?

2. What are the risks of acquiring growth versus organic growth for pharma companies?

3. Why did Pfizer spin off its successful Animal Health business?

– complete individually

Required materials:

1. **HB CASE** Pharmaceutical Industry: Challenges in the New Century Stephen P. Bradley; James Weber703489-PDF-ENG (review since we already discussed)
2. **HB CASE:** Growth Strategies in the Pharmaceutical Industry (A) Shantanu Bhattacharya; Sjiva De Meester; Sameer Hasija. IN1091-PDF-ENG

Week 7: Internal Analysis Presentations and Discussion

Mar 8:

DUE IN CLASS: Internal Analysis Presentations

Week 8: Corporate level strategy, Collaboration, and International Strategies

Mar 15:

Speaker: Courtney McKee, Co-Founder Headframe Spirits

Required materials:

1. MANSFIELD LIBRARY: Gadiesh, Orit; Gilbert, James L. How to Map Your Industry's Profit Pool. Harvard Business Review, May/Jun98, Vol. 76 Issue 3, p149-162
2. MANSFIELD LIBRARY: Marks, M.L.; Mirvis, P.H.; Brakjovich, L.F.; Making Mergers and Acquisitions Work. Academy of Management Executive, May 2001, Vol. 15 Issue 2, p80-92
3. CAS.com: Mergers, Acquisitions, Alliances and Partnerships
<http://craftingastrategy.com/blog/mergers-aquisitions-partnerships-and-alliances>
4. MANSFIELD LIBRARY: Porter, Michael E.. The Competitive Advantage of Nations. Harvard Business Review, Mar/Apr90, Vol. 68 Issue 2, p73-93
5. MANSFIELD LIBRARY: Ghemawat, Pankaj. Managing Differences. Harvard Business Review, Mar2007, Vol. 85 Issue 3, p58-68
6. MANSFIELD LIBRARY Aron, Ravi; Singh, Jitendra V. Getting Offshoring Right. Harvard Business Review, Dec2005, Vol. 83 Issue 12, p135-143

Supplemental:

1. CAS.com: Controlling Opportunism in Key Partners (Narrated PowerPoint)
<http://craftingastrategy.com/core-curriculum/controlled-operations> click on video

Week 9: Balanced Scorecard, Strategy Implementation, & Project Assistance

Mar 22:

Speaker: Abby Reno, Regional Manager at City Brew Coffee Company

Required materials:

1. MANSFIELD LIBRARY: Kaplan, Robert S.; Norton, David P. Using the Balanced Scorecard as a Strategic Management System. Harvard Business Review, Jul/Aug2007, Vol. 85 Issue 7/8, p150-161
 2. CAS.com: The Secret to Workplace Motivation
<http://craftingastrategy.com/secret-workplace-motivation>
(We will watch the Dan Pink TED Talk this refers to in class
http://www.ted.com/talks/dan_pink_on_motivation?language=en)
 3. CAS.com: Crafting a Leadership Strategy
<http://craftingastrategy.com/crafting-leadership-style>
 4. VIA Survey of Character Strengths – record your strengths and bring them to class
You will need to register <https://www.authentic happiness.sas.upenn.edu/user/register> and then select the VIA Survey
 5. CAS.com: Telling the Truth in Modern Organizational Culture
<http://craftingastrategy.com/telling-truth-modern-organizational-culture>
 6. CAS.com: Leadership: When to Grow and When to Let GO
<http://craftingastrategy.com/leadership-when-grow-and-when-let-go>
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Week 10: Final Presentations for Strategic Plan Project

Mar 29:

DUE IN MOODLE PRIOR TO CLASS: redBus balanced scorecard assignment – complete individually

DUE IN CLASS: Strategic Recommendation Presentations