

אסטרטגיה עסקית – Business Strategy

Course number: 4290
Period 3, March – May 2021

Lecturer: Dr. Abi Moskovicz
Course Time: Fridays 08-11 or 11-14
Office Hours: By Appointment **Office:** 611
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Course objectives

This class is designed to be an upper-level course in business strategy since it provides concepts and ideas for the tool-kit of the manager involved in the strategy process.

Business strategy is the set of objectives, policies, and resource commitments that collectively determine how a business positions itself to gain sustained advantage and create wealth for its shareholders, that's means how value can be created and, more importantly, appropriated.

The previous leads to the general issue of how a competitive advantage can be built and what decisions managers can make to sustain it. We will focus on new concepts that have been developed around the notions of complementarities and fit.

This course requires students to evaluate and formulate business strategy throughout the different stages of the firm's life cycle. The objectives are:

- a- To leverage analytical skills for analyzing a firm's business strategy, competitive and corporate advantage, growth and the scope of the firm.
- b- To experience the process of strategy analysis and formulation.
- c- To assess the quality of strategic decision making.

The course content will focus on hands-on tools and frameworks that help managers formulate strategy to obtain short-to medium term advantages, as *in the real world* long term sustainable positions are often difficult and in many industries close to impossible to obtain. Moreover, very often the goal is to obtain improvements within 3 years, in the face of environmental changes.

Course structure

The course will be taught using lectures, class discussions, reading material, case studies, student presentations and a final project.

Requirements

All students are required to read the relevant conceptual reading materials and case-studies for each class, make a case study class presentation, and submit a final group project.

If you are unable to read an assigned case, please update me via email with duly prior notice.

Your grade is established as follows:

Individual participation and contribution	30%
Group Case Presentation	20%
Final Team Project submitting	50%

Reading material

To be announced during each session.

Class participation, contribution, and individual feedback write-ups

Students are expected not only to attend all classes, but also to actively participate by significantly contributing to in-class analysis of cases, as well as any other type of class discussion.

The objective of individual feedback write-ups is to force students to think critically about the group's presentation and specify the points on which they agree with the groups, points on which they disagree with the group, and points that the group members have overlooked in their analysis.

Good feedback shows detailed knowledge of the case and is characterized by relevant by the quality and depth of assessment and the originality of contribution, creating the adequate climate for a fruitful brain-storm.

Group Case Presentations

The objective of group class presentations are:

- a- Serve as practice in presenting case study analysis in front of the class.
- b- Strengthen participant's analysis and presentation skills by teaching the class a selected aspect of case study analysis.

It is important to remark that each student will be graded individually in addition to team's grade.

Each Case presentations should be sent via email to me no later than 4:00 pm Israel time, the day before the session in which it is discussed.

The case presentations should address the specific questions listed in the course outline. Analysis of financial and other data should be presented in appendices.

References should be given accurately whenever someone else's work is quoted.

Proper referencing includes the source next to every piece of data, including page number, when applicable.

Final group project

The final project is a group assignment with two main deliverables: class presentation and final report.

Teams of 4, organized by the own students and informed to amoskovi1@staff.haifa.ac.il up to 02/3/21, otherwise the Lecturer will select the groups at the end of the first session.

Students are required to submit the proposed project by email before the second class for approval.

The project should be a retrospective analysis of a corporate development move, which can provide significant insights to what we discussed in class.

The choice of topic should follow a clear definition of the *Business problem* and the proper way to strategically analyze it.

Students are also required to analyze the following aspects:

- a- What was the firm's strategy? Was it sustainable?
- b- Rationale of strategic initiative. What strategic resource did the firm intend to leverage? Has the firm leveraged this resource before? How successful has it been? What was the firm's roadmap? Use these guiding questions to get a comprehensive view of the strategy behind the move.
- c- Did the firm implement the move properly?
- d- Retrospective lessons from the event. Financial success measures (long term and short term stock market reaction), accounting measures, qualitative assessment.

You are expected to send a short abstract containing the highlights of the presentation a week before the project presentation session.

Participation in the last class, devoted to project presentations, is mandatory. Each group will make a short presentation in which all group members will play the role of consultants, invited by the firm to draw lessons from the chosen event. During the presentations the class will play the role of the board of directors of the analyzed firm, evaluating the consultants' analysis, asking questions, and filling feedback forms, to be collected and serve for grading.

The project report should be written as a consulting-firm business report, including a table of contents, executive summary, introduction (explaining the purpose of the report), criteria for choosing the case, description of case, analysis, insights and conclusions. References should be given accurately whenever someone else's work is quoted (include

the source immediately next to the piece of data, even with page number in the original document, if applicable).

Technical matters: up to 12 pages (not including appendices), font size: Arial 12, lines spacing: 1.5.

Following Course Outline and Topics are subject to minor changes.

No.	Date	Subject	Readings	Preparation Questions
1	05.03.21	Introduction to Strategy	<ol style="list-style-type: none"> Mintzberg, H and Waters, J 1985. "Of Strategies, Deliberate and Emergent", <i>Strategic Management Journal</i> 6: 257–272. Porter, M 1996. "What is Strategy?" <i>Harvard B. Review</i> (November-December): 3–11 (up to Section IV). Collis, D and Michael G. Rukstad. 2008. "Can You Say What Your Strategy Is?" <i>Harvard Business Review</i>, April, pp. 82-90. Grant M, 2011. <i>Contemporary Strategy Analysis, 7th Edition</i>. 	What business strategy means to you?
2	12.03.21	Innovator Strategy Platform Strategies	<ol style="list-style-type: none"> Coyne, K. Enduring Ideas: The GE–McKinsey nine-box matrix, <i>McKinsey Quarterly</i>, September 2008. Teece D. 1986. Profiting from technological innovation: Implications for integration, collaboration, licensing, and public policy. <i>Research Policy</i>, 15: 285- 305. Cennamo C, Santalo, J. 2015. How to avoid platform traps. <i>Sloan Management Review</i>, 57(1): 12-15. 	Who can be considered as an innovator?

No.	Date	Subject	Readings	Preparation Questions
3	19.03.21	Competitive Strategy (Industry Analysis, Generic Strategies) Sustainable Competitive Advantage	8. Porter M. 1985. Competitive Strategy: The Core Concepts, Chapter 1 in <i>Competitive Advantage</i> , The Free Press. 9. Porter, M. 2008. "The Five Competitive Forces that Shape Strategy." <i>Harvard Business Review</i> , January, pp. 79-93. 10. Read case study N°1: Bidvest/Bidcorp split.	Can you identify the sustainable competitive advantages of your current company?
4	09.04.21	Value Innovation Value-Based Strategy Case N°1	11. Chan K, Mauborgne R. 2005. Blue Ocean Strategy: From Theory to Practice in <i>California Management Review</i> , 47(3): 105-121. 12. Brandenburger, A and Harborne Stuart. 1996. "Value-Based Business Strategy." In <i>Journal of Economics and engagement Strategy</i> 5 (1): 5-24.	Do you share the value-based strategy of your current company?
5	16.04.21	The Resource Base View Strategy as Simple Rules	13. Eisenhardt K, Sull D. 2001. Strategy as simple rules. In <i>Harvard Business Review</i> , 79(1): 106-116. 14. Read case study N°2: Deli Meals-Common.	Which are the 3 approaches to Strategy?
6	23.04.21	Strategy Process Strategic Decision-making Process	15. Hambrick D, Fredrickson J. 2001. Are you sure you have a strategy? In <i>Academy of Management Executive</i> , 15(4): 48-59. 16. Menon, A R. 2017. "Bringing Cognition into Strategic Interactions: Strategic Mental Models and Open Questions." In <i>The Strategic Management Journal</i> .	How is the decision-making process at your current company?

No.	Date	Subject	Readings	Preparation Questions
			<p>17. Eibanna, S. 2006. Strategic decision-making: Process perspectives, <i>Int. Journal of Management Reviews</i>, Vol. 8 Issue 1</p> <p>18. Eisendhart, K .1999. Strategy as strategic decision-making. <i>Sloan Management Review</i>, Vol. 4 Issue 3</p> <p>19. Dean, J and Sharfman, M. 1993. Procedural rationality in the strategic decision-making process, <i>In Journal of Management Studies</i>, July.</p>	
7	30.04.21	<p>Business and Corporate Growth</p> <p>Inorganic growth</p>	20. <i>Moskovicz, A. 2018</i> , Mergers and Acquisitions: A Complete and Updated Overview. In <i>International Journal of Economic Management Sciences</i> , Vol. 7.	How is your company growing?
		Case N°2		
8	07.05.21	<p>Wrap-up</p> <p>Project Presentations</p>		