

Corporate Strategy

NACM, Washington D.C., June 25 2019

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Course Description

This course takes the vantage point and perspective of a general manager. That is, an individual who has risen in an organization beyond his or her functional base and has assumed broader responsibilities for the coordination of all functional activities and the development and implementation of a vision and strategy for the corporation. This course will help you understand how a corporation creates and implements its strategy to compete in the business place and in doing so generate competitive advantage.

Course Plan

This course will introduce you to corporate strategy through two perspectives: 1) traditional strategy rooted in industry structure, 2) emerging strategy based on new digital ecosystems. From each perspective, we will examine how your company's strategic thinking influences your role in credit management.

We will use a mix of case studies and lectures (see schedule) as our pedagogical approach. Through this approach, we will introduce you to some core underlying frameworks of strategy by grappling with real life situations and problems in corporations, while at the same time leading your ideas and discussions toward a point wherein the underlying frameworks and their value become evident to all. In other words, your understanding of these frameworks and the relevance of their insights will be closely tied to real life contexts in modern corporations. In doing so, we will aim to make these frameworks an intricate aspect of your thinking and reasoning.

Crucial to the success of this course is your active presence and participation in these discussions.

Class Participation

The ability to interact and debate with other managers in addressing problems and issues in real time is a very important skill. This means that you must be prepared to offer your analysis and justify your reasoning on different issues being discussed about the case. The quality of your comments and how well they are backed by your thoughtful preparations for each case, will critically determine not only the dynamics of the class but what value you create out of it. Put differently, what you get out of this course will depend on what you put into it. Your participation is also an important way for you to signal how well you have understood the issues concerning each case.

Please see attached set of suggested study questions that you may use as a road map to organize your thoughts as you prepare for each case.

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Class Schedule

Tuesday June 26	Case & Reading	Key concepts/Learning Objectives
8:00 am to 10:00am	Cola Wars continue: Coke and Pepsi in 2010 (HBS 711462-PDF-ENG) Reading: How industry forces shape strategy (HBR 79208) Exercise: Can you guess the Industry from Financial Statements?	<ul style="list-style-type: none">Understanding Industry Structure & Industry AttractivenessUnderstanding the Influence of Industry Structure on Financial Statements
10:30am-12:30 pm	Netflix (HBS 909M93-PDF-ENG) Reading: What is strategy? (HBR reprint 96608)	<ul style="list-style-type: none">Positioning of a business & competitive advantageUnderstanding how businesses get disrupted
1:45 -3:45 pm	Interactive Lecture Readings: https://sloanreview.mit.edu/article/mass-customization-and-the-do-it-yourself-supply-chain/ https://hbr.org/2017/07/the-next-battle-in-antitrust-will-be-about-whether-one-company-knows-everything-about-you https://hbr.org/2015/01/the-strategic-value-of-apis https://hbr.org/2015/04/are-you-using-apis-to-gain-competitive-advantage https://hbr.org/2015/06/corporate-alliances-matter-less-thanks-to-apis	<ul style="list-style-type: none">Strategy in a world of digital ecosystemsA Peek into the Future of Strategic Thinking

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Suggested study questions

The following set of suggested study questions is to help you structure your preparations for each case and prime you for the directions the class discussions may take. You are not expected to hand in any written answers to these questions – they are merely suggested tacks at organizing your thoughts for the case.

1. Cola Wars

- How attractive is the Soft drinks concentrate industry based on the Five Force Framework (per the associated reading)?
- How are the five forces of competitive strategy affecting Coke and Pepsi?

2. Netflix (Please limit the scope of your discussions to the period and the facts as listed in the case)

- How is Netflix positioned differently from Blockbuster?
- What are the underlying activities in Netflix's strategy that provide them this different position?
- What are the advantages of Netflix's position compared to Blockbuster?
- Why is it difficult for Blockbuster to erode Netflix's competitive advantage?