

# Syllabus

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**Week 1:** We will introduce the concept of strategic analysis plus explore the impact that competitive markets have on business success. Will include a case discussion of Google.

**Week 2:** We will explore how industry structure impacts competitive outcomes and learn how to analyze industry forces. Will include a case discussion of the microbrew industry.

**Week 3:** We will learn how to analyze firm capabilities and how they may provide competitive advantage. Will include a case discussion of Apple.

**Week 4:** We will learn how to analyze competitive dynamics; the interplay between businesses as industries evolve. Will include a case discussion of the game player industry.

**Week 5:** We will combine our learnings to date to determine how an organization best positions itself competitively to create value. Will include a case discussion of Piaggio.

**Week 6:** We will extend our analysis to consider how businesses compete in multiple markets and will learn how to analyze firm scope. Will include a case discussion of Disney.

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## **Week 1. Introduction to Strategic Analysis**

Intro Video	<a href="#">Week 1</a>
Readings	Strategist's Toolkit: <a href="#">Introduction</a> / <a href="#">Competitor Analysis</a> / <a href="#">Environmental Analysis</a>
Lectures	<a href="#">Introduction to Strategic Analysis</a> (4 segments) / <a href="#">Understanding Competitive Markets</a> (3 segments)
Quiz	Week 1 Quiz
Case	<a href="#">Google Inc.</a>
Case Questions	<ol style="list-style-type: none"><li>1. Review Google's corporate webpage and annual report. How would you describe Google's strategy?</li><li>2. <i>Prepare a competitor analysis.</i> How would you define Google's industry? Who are Google's competitors?</li><li>3. <i>Prepare an environmental analysis.</i> What are the major trends impacting Google's industry? What are the growth prospects for Google's core business?</li><li>4. Do you think Google's industry is a competitive market, in the technical sense? Does Google have a sustainable competitive advantage in internet search?</li><li>5. Would you recommend investing in Google?</li></ol>
Debrief Video	<a href="#">Week 1</a>

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## **Week 2. Analyzing Industry Structure**

Intro Video	<a href="#">Week 2</a>
Reading	Strategist's Toolkit: <a href="#">Five Forces Analysis</a>
Lecture	<a href="#">Analyzing Industry Structure</a> (6 segments)
Quiz	Week 2 Quiz
Case	<a href="#">Redhook Beer Company, Inc.</a>
Case Questions	<ol style="list-style-type: none"><li>1. <i>Prepare a competitor analysis.</i> How would you define Redhook's industry? Who are Redhook's relevant competitors?</li><li>2. <i>Prepare an environmental analysis</i> of the beer industry circa 1996. Pay special attention to the differences between the mass and craft brew segments.</li><li>3. <i>Prepare a Five Forces Analysis</i> for the craft beer segment. How attractive is the craft beer segment? <i>Prepare a Five Forces Analysis</i> for the mass beer segment. Which is more attractive the craft beer or mass beer segments?</li><li>4. What are the future prospects for Redhook Beer Company? Would you invest in their IPO?</li></ol>
Debrief Video	Week 2

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## **Week 3. Analyzing Firm Capabilities**

Intro Video	<a href="#">Week 3</a>
Reading	Strategist's Toolkit: <a href="#">Capabilities Analysis</a>
Lecture	<a href="#">Analyzing Firm Capabilities</a> (5 segments)
Quiz	Week 3 Quiz
Case	<a href="#">Apple (Computer) Inc.</a>
Case Questions	<ol style="list-style-type: none"><li>1. <i>Prepare a Five Forces Analysis</i> of the personal computer industry. (Think of your traditional Windows based PC.) How attractive is this industry?</li><li>2. What is Apple's strategic position within the personal computer industry? How does this position "push back" on the five competitive forces?</li><li>3. <i>Prepare a Capabilities Analysis</i> of Apple. Does Apple have a sustainable competitive advantage in personal computers? Why or why not?</li><li>4. What do you recommend Apple do with its computer business (the Mac)?</li></ol>
Debrief Video	Week 3

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## **Week 4. Analyzing Competitive Dynamics**

Intro Video	<a href="#">Week 4</a>
Reading	Strategist's Toolkit: <a href="#">Competitive Life-Cycle Analysis</a>
Lecture	<a href="#">Analyzing Competitive Dynamics</a> (4 segments)
Quiz	Week 4 Quiz
Case	<a href="#">SonyPlaystation 4</a>
Case Questions	<ol style="list-style-type: none"><li>1. Who are the major competitors in home video game consoles? How have they fared over the previous generations of consoles?</li><li>2. What factors contribute to a competitor becoming the market leader? To what extent does being a first mover matter?</li><li>3. <i>Map the Competitive Life Cycle</i> for game players focusing on the current generation. Characterize the competitive life cycle, paying special attention to the nature of competition within the industry over time.</li><li>4. What features and capabilities should Sony incorporate into the Sony PlayStation 4 in your opinion? Is Sony's decision to launch the PS4 in December 2013 well timed?</li><li>5. Who do you think will win in the next generation of the home video game industry? Why?</li></ol>
Debrief Video	Week 4

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## **Week 5. Determining Competitive Positioning**

Intro Video	<a href="#">Week 5</a>
Reading	Strategist's Toolkit: <a href="#">Strategy Maps</a>
Lecture	<a href="#">Determining Competitive Positioning</a> (3 segments)
Quiz	Week 5 Quiz
Case	<a href="#">Piaggio</a>
Case Questions	<ol style="list-style-type: none"><li>1. Compare and contrast the competitive positions of Piaggio, Yamaha, and Aprilla in the PTW market. <i>Prepare a strategic map</i> of the industry by mapping the firms according to two or three dimensions of your choosing. What is the generic competitive position of each firm?</li><li>2. Does Piaggio have a competitive advantage? Why or why not?</li><li>3. What advice would you give to Giovanni Agnelli about whether or not to build the new engine facility?</li></ol>
Debrief Video	Week 5

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## **Week 6. Determining Firm Scope**

Intro Video	<a href="#">Week 6</a>
Reading	Strategist's Toolkit: <a href="#">Diversification Matrices</a>
Lecture	<a href="#">Determining Firm Scope</a> (4 segments)
Quiz	Week 6 Quiz
Case	<a href="#">The Walt Disney Company</a>
Case Questions	<ol style="list-style-type: none"><li>1. Refer to Disney's website to identify Disney's lines of business. <i>Prepare a diversification matrix</i> mapping Disney's various businesses.</li><li>2. What are Disney's capabilities and to what extent do they provide a sustainable competitive advantage?</li><li>3. Disney claims that its business segments are well-integrated, well-connected businesses. What is the glue that holds these businesses together? How does each of these businesses add value to the other businesses in the enterprise?</li><li>4. Based on your analysis, which businesses would you recommend that Disney should invest in and which they should divest (if any)?</li></ol>
Debrief Video	Week 6

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