

## Schedule

The following is the intended schedule of when assigned readings will be covered in class discussion. These readings are from three types of sources, as follows:

- Text: Barney, JB & Hesterly, WS (2008) *Strategic Management and Competitive Advantage: Concepts* (2nd edition; available at bookstore)
- Article: Available electronically through Library [ERes](#)
- Case: Harvard Business School Publishing [case study](#)

### Week 1

- Wednesday September 24  
Overview of the course; scope and relationship to other courses  
Read assigned material on plagiarism

### Week 2

- Monday September 29  
Strategy and the work of top management  
ERes: Christensen, CM & Raynor, ME (2003) "Why hard-nosed executives should care about management theory," *Harvard Business Review*  
DUE: Individual written assignment #1
- Wednesday October 1  
The strategic management process and analysis  
Text: Chapter 1  
(ERes) Steidlmeier, P. 1993. The moral legitimacy of intellectual property claims: American business and developing country perspectives. *Journal of Business Ethics*.

### Week 3

- Monday October 6  
Analyzing external environments  
Text: Chapter 2
- Wednesday October 8  
Analyzing internal capabilities; the resource-based view  
Text: Chapter 3  
DUE: Group research project proposal

### Week 4

- Monday October 13  
Analyzing cost leadership and differentiation strategies  
Text: Chapters 4 and 5  
DUE: Rewrite of individual assignment #1
- Wednesday October 15
  - Quiz #1

## Week 5

- Monday October 20
  - Theories of success
  - ERes: Porter, ME (1990) "The competitive advantage of nations," *Harvard Business Review*
  - ERes: Prahalad, CK & Hamel, G (1990) "The core competence of the corporation." *Harvard Business Review*
  - ERes: Bower, JL and Christensen, CM (1995) "Disruptive Technologies: Catching the Wave." *Harvard Business Review*
  - DUE: Individual written assignment #2
- Wednesday October 22
  - Vertical integration strategies
  - Text: Chapter 6
  - Case: Feed R&D – or Farm It Out?

## Week 6

- Monday October 27
  - Diversification strategy and implementation
  - Text: Chapters 7 and 8
  - Case: GE's Digital Revolution: Redefining the E in GE

- Wednesday October 29
  - Case: Timex Corp.
  - Quiz #2

## Week 7

- Monday November 3
  - Alliances, mergers, and acquisitions
  - Text: Chapters 9 and 10
  - ERes: Dyer, Kale & Singh (2004) "When to ally and when to acquire." *Harvard Business Review*
- Wednesday November 5
  - Managing diversification and alliances: strategic and organizational dimensions
  - Case: The HP-Cisco Alliance (A)
  - Case: BRL Hardy: Globalizing an Australian wine company
  - DUE: Rewrite of individual assignment #1
- Friday November 7
  - DUE: Abstracts for group research projects

## Week 8

- Monday November 10
  - Presentations and discussions of group research projects
- Wednesday November 12
  - Presentations and discussions of group research projects

Week 9

- Monday November 17  
    Final Examination
  
- Wednesday November 19  
    DUE: Writing portfolios

Week 10

- Monday November 24  
    DUE: Group research projects (final reports)