

BBUS 544
Strategic Management in High Technology Firms

MBA Program
University of Washington Bothell
Spring 2007

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X. Schedule Updated April 9, 2007

The following is the intended schedule of when assigned readings will be covered in class discussion. Additional readings may be added. (Also, I may move around the assignments for weeks 8 and 9 and /or add other topics.) The assigned readings are from three types of sources, as follows:

- Text: Barney, JB & Hesterly, WS (2006) *Strategic Management and Competitive Advantage: Concepts* (available at UWB Bookstore)
- Case: Harvard Business School Publishing case study (case packet available at UWB Bookstore)
- Article: Available electronically through Library ERes

Classes will be each Monday and Wednesday from 5:45-7:50 pm; exceptions are noted.

Week 1

- Monday March 26
 - Overview of the course; scope and relationship to other courses
- Wednesday March 28
 - Strategy and the work of top management
 - Article: Christensen, CM & Raynor, ME (2003) "Why hard-nosed executives should care about management theory," *Harvard Business Review*
 - DUE: Individual written assignment: "What explains why some firms are more successful than others?"
 - DUE: Feedback on prior coursework in MBA Program
 - Read assigned material on plagiarism

Week 2

- Monday April 2
 - Text: Chapter 1
 - Case: Timex Corp. Available at <http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c01604>
 - DUE: First [weekly paper](#)
- Wednesday April 4: No class tonight; entire evening will be Law and Ethics class

Week 3

- Monday April 9
 - Analyzing external environments
 - Text: Chapter 2
 - Article: Porter, ME (1990) "The competitive advantage of nations," *Harvard Business Review*
 - Article: Steidlmeier, P (1993) "The moral legitimacy of intellectual property claims: American business and developing country perspectives," *Journal of Business Ethics*
 - DUE: [Proposal for group research project](#)
- Wednesday April 11
 - Seminal ideas: including core competence and first mover advantage
 - Overviews of economics and international business
 - Article: Prahalad, CK & Hamel, G (1990) "The core competence of the corporation." *Harvard Business Review*

Week 4

- Monday April 16
 - Analyzing internal capabilities; the resource-based view
 - Text: Chapter 3
- Wednesday April 18
 - Analyzing cost advantages
 - Text: Chapter 4
 - Case: Wal-Mart Stores' Discount Operations

Week 5

- Monday April 23
 - Analyzing differentiation advantages
 - Text: Chapter 5
 - Case: Patagonia
- Wednesday April 25
 - Vertical integration strategies
 - Text: Chapter 6
 - Case: Feed R&D – or Farm It Out?

Week 6

- Monday April 30 (law midterm tonight)
 - Diversification strategies
 - Text: Chapter 7
- Wednesday May 2 (MBA Speaker Series tonight; shorter class than usual)
 - DUE: [Mid-term overview](#)
 - Case: EMI and the CT Scanner (A)

Week 7

- Monday May 7
Organizing to implement diversification strategy
Text: Chapter 8
Case: GE's Digital Revolution: Redefining the E in GE
- Wednesday May 9
Alliances
Text: Chapter 9
Case: The HP-Cisco Alliance (A)

Week 8

- Monday May 14
Mergers and acquisitions
Text: Chapter 10
Article: Dyer, Kale & Singh (2004) "When to ally and when to acquire." *Harvard Business Review*
- Wednesday May 16
Case: BRL Hardy: Globalizing an Australian wine company

Week 9

- Monday May 21
Case: Kodak and the Digital Revolution (A)
- Wednesday May 23
Case: Matching Dell

Week 10

- Monday May 28: No classes; Memorial Day
Managing diversification and alliances: strategic and organizational dimensions
Case: The HP-Cisco Alliance (A)
Cancelled: There will be no Individual written assignment #3
- Wednesday May 30: No class tonight; entire evening will be Law and Ethics class
DUE: [Group research project abstract](#)
DUE: [Final overview and portfolio](#)

Finals Week

- Monday June 4 (class meets 5:45 until approximately 9:00 pm)
[Group research project presentations and discussion](#)
- Wednesday June 6
DUE: [Group research project final report](#)