

Syllabus

Strategy Execution (Superweekend)

- **Instructor:** Dr. Yusaf H. Akbar, Nador 13, Room 409
- **Office Hours:** Before and After class or by appointment (akbary@ceu.edu)
- **Credits:** 2cr (4 ECTS)
- **Term:** Fall 2017-2018
- **Course level:** EMBA
- **Prerequisites:** Key Dimensions of Modern Strategy

Course description

This course focuses on challenges and opportunities arising from strategy execution. Strategy execution is seen in numerous contexts: intra-organizational, inter-organizational, eco-system and cross-border. The course bridges the gap between the formulation of strategy and performance outcomes. While poorly formulated strategy leads to poor outcomes, ignoring the importance of execution can also lead to failure. Key topics include:

- ✓ *Organizational Culture and Strategy Execution*
- ✓ *Metrics for Strategy Execution*
- ✓ *Strategic collaboration, eco-systems and execution*
- ✓ *Strategy Execution across borders*

Learning outcomes

1. Develop an understanding of the **sybiotic relationship between strategy formulation and execution** taking into account processes, actors and constraints involved.
2. Develop the ability to incorporate **quantitative and qualitative assessments** of the impact of strategy on organizational performance
3. Appreciate the salience of **organizational culture on strategic execution**
4. Construct practices for **developing high performance strategy execution** across borders
5. Introduce the importance of **collaborative strategic execution** including eco-systems

Reading list

Journal Articles

Arnold D., Birkinshaw, J. and Toulan, O. (2001) "Can Selling Be Globalized? The Pitfalls of Global Account Management" *California Management Review* Vol. 44 No. 1 pp. 8-20;

Bourgeois, L. J., and Brodwin D.R. (1984) "Strategic Implementation: Five Approaches to an Elusive Phenomenon" *Strategic Management Journal*, 5 pp. 241-264;

Bower, J. L. and Gilbert, C. G. (2007) "How managers' everyday decisions create or destroy your company's strategy." *Harvard Business Review*, vol. 85 pp. 72—79

Bushardt, Stephen C.; Glascoff, David W.; Doty, D. Harold (2011), "Organizational Culture, Formal Reward Structure and Effective Strategy Implementation: A Conceptual Model" *Journal of Organizational Culture, Communications & Conflict*, Vol. 15 Issue 2, pp. 57-70

Campbell, D. (2006), "Choose the right measures, drive the right strategy" *Balanced Scorecard Report*, HBSP Newsletters;

Govindarajan, V. (1989) "Implementing Competitive Strategies at the Business Unit Level: Implications of Matching Managers to Strategies" *Strategic Management Journal*, 10: 251-269.

Hagel, J., Seely Brown, J. and Lang, D. (2008) "Shaping Strategy in a World of Constant Disruption", *Harvard Business Review*, October

Higgins, J.M. (2005) "The Eight S's of Successful Strategy Execution" *Journal of Change Management*, 5, pp. 3-13

Mauboussin, M. (2012) "The True Measures of Success", *Harvard Business Review* October 2012

Nohria, N., Joyce, W. and Roberson, B. (2003) "What really works" *Harvard Business Review*, 81(7), 42-52;

Reeves, M., Love, C. and Tillmanns, P. (2012) "Your Strategy needs a Strategy", *Harvard Business Review*, September

Williamson, P and de Meyer, A. (2012), "Ecosystem Advantage: How to Successfully Harness the Power of Partners", *California Management Review* Vol. 55, No. 1 pp. 24-46

Wilson, K. and Doz, Y. (2012) "10 Rules for Managing Global Innovation" *Harvard Business Review* October.

Case Studies

Jie Li; Jean-Louis Schaan "Red Star Macalline: Strategic Evolution" Ivey Cases - W17337-PDF-ENG

Kanaan Ramaswamy "Pioneer Energy in Turkmenistan: A country manager's view" Thunderbird Cases - TB0425-PDF-ENG

Amy C. Edmondson; Jean-Francois Harvey "Open Innovation at Fujitsu (A)" - 616034-PDF-ENG

Assessment

Assignment	% of final grade
Individual in-class participation	20%
Individual take-home final exam	50%
Individual assignment	30%

1.) Class Contribution

Weighting (% of final grade): 20%

Description of Assignment: Class Participation Assessment

Quality Indicators (how will it be graded; what constitutes a good assignment):

You will be expected to contribute in an active and constructive way to debate and discussion in class. As future leader in business, taking a view and being able to credibly defend it is an invaluable skill. Moreover, listening skills and the ability to understand your colleagues and peers will also be considered. Quality, rather than quantity of contribution is the essence of the grade you will receive.

(10/10pts)

Lateness, inconsistent attendance will be penalized on a sliding scale downwards depending on the gravity of the under-performance.

2.) Take Home Final Exam

Weighting (% of final grade): 40%

Description of Assignment:

A take-home exam based on questions and an additional case study drawing on issues, concepts and topics drawn from the course.

Quality Indicators (how will it be graded; what constitutes a good assignment):

- Capacity to synthesize and critique different perspectives on the topic covered (15/50pts)
- Demonstration of incorporation of readings, cases, class discussions and additional research from available and verifiable online sources (18/50pts)
- Ability to write in clear, concise and effective English with few grammatical and spelling errors (3/40pts)
- "Up to Theory, down to Practice" – bringing concepts and business practices together in analysing a topic (13/40pts)
- Correctly and consistently formatted referencing (APA style preferred) (2/40pts)

3.) Individual Case Write-Ups

Weighting (% of final grade): 30%

Description of Assignment:

Choose 1 of your favourite case studies and write a 2-page summary.

Quality Indicators (how will it be graded; what constitutes a good assignment):

In the summary, you will be expected to highlight

- Justify the selection of the top three issues in the case (9/30pts)
- Providing analytical and creative solutions to the three issues (13/30pts)
- Providing relevant insights into what the case tells us about emerging market management more generally, drawing ties to the case specifics to generalizable principles (8/30pts)

Course schedule

Date/Time	Description of Activity and type - CS = Case Study;GS = Guest Speaker;	Readings
Friday November 24 18-21	<u>Strategy Execution – The Basics</u> CS – Red Star Macalline: Strategic Evolution	Classic Background Reading: Bourgeois, L. J., and Brodwin D.R. (1984) "Strategic Implementation: Five Approaches to an Elusive Phenomenon" <i>Strategic Management Journal</i> , 5 pp. 241-264; Govindarajan, V. (1989) "Implementing Competitive Strategies at the Business Unit Level: Implications of Matching Managers to Strategies" <i>Strategic Management Journal</i> , 10: 251-269. Nohria, N., Joyce, W. and Roberson, B. (2003) "What really works" <i>Harvard Business Review</i> , 81(7), 42–52;
Saturday, November 25, 8.30 - 11.15	<u>Metrics for Strategy Execution</u> GS – TBD	Campbell, D. (2006), "Choose the right measures, drive the right strategy" <i>Balanced Scorecard Report</i> , HBSP Newsletters; Mauboussin, M. (2012) "The True Measures of Success", <i>Harvard Business Review</i> October 2012
Saturday, November 25 12.15 – 15.00	<u>Organizational Culture and Strategy Execution</u> GS - TBD	Bushardt, Stephen C.; Glascoff, David W.; Doty, D. Harold (2011), "Organizational Culture, Formal Reward Structure and Effective Strategy Implementation: A Conceptual Model" <i>Journal of</i>

		<p><i>Organizational Culture, Communications & Conflict</i>, Vol. 15 Issue 2, pp. 57-70</p> <p>Bower, J. L. and Gilbert, C. G. (2007) "How managers' everyday decisions create or destroy your company's strategy." <i>Harvard Business Review</i>, vol. 85 pp. 72—79</p>
<p>Saturday, November 25</p> <p>15.15-18.00</p>	<p><u>Strategic collaboration and eco-systems</u></p> <p>CS – Open Innovation at Fujitsu (A)</p>	<p>Williamson, P and de Meyer, A. (2012), "Ecosystem Advantage: How to Successfully Harness the Power of Partners", <i>California Management Review</i> Vol. 55, No. 1 pp. 24-46</p> <p>Hagel, J., Seely Brown, J. and Lang, D. (2008) "Shaping Strategy in a World of Constant Disruption", <i>Harvard Business Review</i>, October</p>
<p>Sunday, November 26</p> <p>8.30–11.15</p>	<p><u>Strategy Execution across Borders</u></p> <p>CS – Pioneer Energy in Turkmenistan: A country manager's view</p>	<p>Arnold D., Birkinshaw, J. and Toulan, O. (2001) "Can Selling Be Globalized? The Pitfalls of Global Account Management" <i>California Management Review</i> Vol. 44 No. 1 pp. 8-20;</p> <p>Wilson, K. and Doz, Y. (2012) "10 Rules for Managing Global Innovation" <i>Harvard Business Review</i> October.</p>
<p>Sunday, November 26</p> <p>11.30-14.30</p>	<p><u>Change Management and Strategy Execution</u></p> <p>GS – TBD</p>	<p>Reeves, M., Love, C. and Tillmanns, P. (2012) "Your Strategy needs a Strategy", <i>Harvard Business Review</i>, September</p> <p>Higgins, J.M. (2005) "The Eight S's of Successful Strategy Execution" <i>Journal of Change Management</i>, 5, pp. 3–13</p>