



Course leader	Dr. Hugh Munro, Consultant & Designer and former Professor at Wilfrid Laurier University, Canada
Course description	This course windows into how corporate strategy is being conducted today and provides an opportunity for participants to apply the relevant concepts to formulate and assess strategy in a competitive simulation.
Course objectives	<ul style="list-style-type: none"> <li>• Explore how organizations (1) create, (2) enable and (3) sustain value over time from a strategic and integrative perspective</li> <li>• Develop your capacity to assess value creation challenges and make decisions that enhance the organization's ability to create and sustain value</li> <li>• Develop your capacity as business leader to exercise strategic and operational leadership through the effective communication of your analysis and plan of action</li> </ul>
Class Format	To the extent possible with a large class size we will try to make the class sessions as interactive as possible. There will be opportunities for you to discuss assigned questions, provide examples that illustrate concepts, and contribute to the overall learning experience of others. In addition, for Sessions 3–7 four groups will prepare and present their thinking on an assigned topic related to the session.
Tackled Concepts	Corporate Strategy Elements, Business Models, Sustainable Value Creation, Integrated Operational & Resource Alignment, Disruption & Strategy Transformation
Learning methods	Focused class discussions, strategy formulation in a simulation, and evaluation of an adopted company's strategy
Schedule	8 sessions of 3 hours, focused class discussions, simulation decisions, strategy project presentation
Performance assessment and Evaluation	<p><b>Company Strategy Assessment (Individual) – 50%</b></p> <p>This is a group assignment (maximum 5 per group) where your team choses a company to evaluate its strategy applying the concepts and frameworks discussed in class. The assessment should include the following –</p> <ul style="list-style-type: none"> <li>• Clear description of its current strategy</li> <li>• Evidence of the effectiveness of its current strategy</li> <li>• Assessment of its environment and its implications for the future strategy of the firm</li> <li>• Recommendations for the future strategy of the firm</li> <li>• Implications for implementing that future strategy</li> <li>• Expected outcomes or impact from that recommended strategy</li> </ul> <p>Your assessments should be captured in an enlarged infographic or poster that can be posted to our course site. This will be shared in our last session.</p> <p><b>Learning Journal (Individual) – 50%</b></p> <p>In each of the sessions we will be discussing key strategic concepts. It is expected that you will reflect on how these concepts apply to the firm that you have selected for your strategy assessment. We will be sharing these reflections as we go through the sessions. Your reflections can be captured and summarized in a learning journal that you will submit at the end of the course.</p>

*\*Courses listed are representative and subject to slight changes. The school reserves the right not to open a course where minimum participation is not reached or due to unforeseen circumstances.*

## Sessions

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### Session 1 Introduction & Overview of the Course

#### A. Readings:

<https://www.strategicmanagementinsight.com/tools/ife-efe-matrix.html>  
[www.newbusinessmodelgeneration.com](http://www.newbusinessmodelgeneration.com)

#### B. Discussion Questions:

1. What is Strategy? How does it relate to mission, vision, and values?
2. How is strategy formulated?
3. What frameworks are there to help with strategy formulation?
4. What are the biggest challenges related to Strategy execution?
5. How do you know whether your strategy process is effective?

### Session 2 Sizing Up the External Environment

#### A. Readings

Visit [www.trendwatching.com](http://www.trendwatching.com)

Visit [www.gartner.com](http://www.gartner.com) look for Gartner Hype Cycle

#### B. Discussion Questions

1. What are the key trends affecting businesses today? The next 5 years?
2. What are the implications of these trends for strategy formulation?
3. Where does Porter's 5 forces model fit with the external size-up?
4. What do these trends suggest in terms of required management skills?
5. Conduct an environmental analysis for your selected company?

### Session 3 Strategic Elements & Choices – Winning strategies

#### A. Readings:

<https://hbr.org/2009/09/value-propositions-that-work.html>  
<http://www.fastcompany.com/magazine/37/ideazone.html>  
<https://conversionxl.com/blog/value-proposition-examples-how-to-create/>  
<http://strategictoolkits.com/strategic-concepts/activity-map/>

#### B. Discussion Questions

1. What makes for an effective Value Proposition?
2. What is the value proposition for your selected company?
3. What are the different paths to market leadership? Provide an example of a firm for each of the paths?
4. What do the leadership paths imply in terms of organizational capabilities and competencies?
5. Map your selected company's activities and relate it to its strategy?

### Session 4 Effective Implementation of Strategy

#### A. Readings:

<http://www.simulator-orgeffectiveness.com/>  
<https://www.i4cp.com/trendwatchers/2014/05/01/the-keys-to-successful-business-strategy-execution>

#### B. Discussion Questions

1. What are the key requirements for effective strategy formulation?
2. Why do you think so many firms struggle with strategy implementation?
3. How would you assess your selected company's effectiveness in implementing strategy?

### Session 5 Mergers & Acquisitions & Collaborative Strategy

#### A. Readings:

Top 10 Articles on Mergers & Acquisitions by Euromonitor 2017 -  
<https://blog.euromonitor.com/2017/12/top-10-articles-mergers-acquisitions-2017.html>

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Growth Through Mergers & Acquisitions -  
<https://www2.deloitte.com/be/en/pages/mergers-and-acquisitions/articles/growth-through-merger-and-acquisitions.html>  
The Artful Synergist: How to get more from Mergers & Acquisitions -  
<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-artful-synergist-or-how-to-get-more-value-from-mergers-and-acquisitions>

B. Discussion Questions

1. What are the different motivations for corporate acquisitions or divestments?
2. Where /when does a collaborative strategy makes sense?
3. Evaluate a recent acquisition /divestment (could be one done by your selected firm) in terms of its strategic and financial soundness.
4. Why do firms struggle so much with the integration of acquired firms?

**Session 6 Taking Your Strategy Abroad – International Strategy**

A. Readings:

The Retreat of the Global Company – The Economist – Jan 27th, 2017 -  
<http://barisoney.com/en/the-retreat-of-the-global-company-economist-com/>  
<https://www.forbes.com/sites/allbusiness/2015/03/04/10-key-steps-to-expanding-your-business-globally/#4d6311853803>

B. Discussion Questions

1. What changes and what are the challenges in taking your strategy abroad?
2. Assess an international strategy initiative by your selected business (e.g., your firm enters country X). To what extent did they adapt or change from its domestic strategy and was their strategy a success?

**Session 7 Disruption, Strategic Innovation & Transformation**

A. Readings:

The Digital Effect - <https://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/five-fifty-the-digital-effect>  
Digital Strategy: Understanding the Economics of Disruption – McKinsey Quarterly – April 2016 - <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/digital-strategy-understanding-the-economics-of-disruption>  
Disrupting beliefs – A New Approach to Business Model Innovation – McKinsey quarterly – July 2015 - <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/disrupting-beliefs-a-new-approach-to-business-model-innovation>

B. Discussion Questions

1. What forces are contributing to the disruption of so many businesses today?
2. What businesses or industries do you think are most vulnerable to disruption? Why?
3. What can or should companies do to prevent being disrupted?
4. What are the main challenges associated with business transformation?
5. What new management skills are required to deal with disruption, innovation and transformation?

**Session 8 Course Summary and Company Strategy Reviews (Poster Session)**

We will review the course concepts and share your posters or infographics on your company's strategy.

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**Bibliography /  
Class material**

Assigned Articles will be Posted or Links Provided

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