

# STRATEGY

## Course Introduction

<b>Overview</b>	<p>This Strategy course is for those who want to improve their ability to choose the best strategy to solve problems and take advantage of new opportunities. Course emphasizes strategic concepts and overviews finance and marketing. Case studies used as the basis for exploration and discussion of strategy issues.</p> <p>By the end of the course, students will be more skilled in analyzing business situations and presenting their recommendations about the best strategy selection, given the context.</p>
<b>Topics</b>	<p>BASIC SKILL BUILDING (2 sessions)            Basic strategy framework (Where now, where to go, how to get there)            Stakeholder priorities, Vision/mission,            Situation analysis – SWOT / 3C's (Company, customers, competitors)            Situation analysis – STEEP / PEST context analyses            Situation analysis – Industry (Porter's Five Forces) / Lifecycle analysis            Value chain positioning / Business –Revenue models            Comparative advantage / TOWS matrix            Growth options and strategies (Differentiation / Low cost)            Portfolio matrix and corporate strategy</p> <p>Case Discussion, Presentations, Role Plays (8 sessions)            Applying strategy concepts in the real world            Introduction to finance, marketing &amp; competitive strategy            Final week presentation project pulls-it-all together (Week 10)</p> <p><i>Cases: Starbucks Coffee Japan, Sony Corporation, NTT Docomo, Dell vs Lenovo in China, Southwest Airlines, WalMart in Japan, Thomson</i></p>
<b>In-Class</b>	<p>Interactive course combines short lectures with practical in-class activities and business cases. Classes end with team projects/presentations.</p>
<b>Pre-Class</b>	<p>2-3 hours per week preparation: reading cases, answering pre-assigned questions. The time requirements will be less at the beginning of the course and will increase once case studies are introduced.</p>
<b>Class Time</b>	<p>Wednesday 19:00 – 21:30            Saturday 13:00 – 15:30            *10 weekly sessions either Wednesdays or Saturdays</p>
<b>Instructor</b>	<div data-bbox="363 1787 550 2000" data-label="Image"> </div> <p><b>Nigel Denscombe</b>            Denscombe Corporation  <a href="http://www.denscombe.co.jp/2010/CEO_profile.html">http://www.denscombe.co.jp/2010/CEO_profile.html</a></p>

# STRATEGY

## Course Syllabus

Week1	<b>BASIC SKILL BUILDING – PART 1</b> Strategy framework, goals/stakeholders, SWOT/3Cs, STEEP analysis, 5-forces industry matrix *Strategy project team exercise (In-class hand-out)
Week2	<b>BASIC SKILL BUILDING – PART 2</b> Value chain, business model, growth options, generic strategies, TOWS *Strategy project team exercise (In-class handout)
Week3	<b>Case Study: “CEO Stringer at Sony: American results for a Japanese co.”</b> <b>Topics:</b> Strategy framework, corporate strategy, portfolio matrix, growth
Week4	<b>Case Study: “Starbucks in Japan – The Growth Strategies”</b> <b>Topics:</b> Competitive advantage, business model, growth options / priorities
Week5	<b>Case Study: “NTT DoCoMo – Beyond iMODE and FOMA”</b> <b>Topics:</b> Sustainable advantage, technology innovation, value chain position
Week6	<b>Case Study: “Dell vs. Lenovo – Competitive strategies in China”</b> <b>Topics:</b> Globalization, competitive advantage, business model, new market
Week7	<b>Case Study: “Southwest Airlines 2008”</b> <b>Topics:</b> Competitive advantage, low cost business model, new market
Week8	<b>Case Study: “Walmart in Japan – Survival &amp; future of its Japan business”</b> <b>Topics:</b> Competitive advantage, new market, Japan localization, positioning
Week9	<b>Case Study: “Transformation of Thomson (France)”</b> <b>Topics:</b> Portfolio matrix, corporate strategy, vision / mission, value creation
Week10	<b>FINAL PRESENTATION</b> Company to be analyzed selected in Week 9; individual or team analysis
Instructor	 <b>Nigel Denscombe</b> Denscombe Corporation <a href="http://www.denscombe.co.jp/2010/CEO_profile.html">http://www.denscombe.co.jp/2010/CEO_profile.html</a>