

**Global Strategy Formation  
EMBA 5410**

**Course Description and Objectives:**

Henry Mintzberg in his bestselling book *Strategy Safari* suggests “strategy can be awfully boring by making it complex. Consultants can be straighter than academics, not to mention the planners. Everybody is so serious. If that gets us better strategies, fine. But it often gets us worse ones – standard, generic, uninspiring. Strategy doesn’t only have to position it also has to inspire those responsible for implementation. Successful strategies are compelling and persuasive in the eye of the beholder. The real power of any strategy is the opportunity it affords to entice people into sharing an image of the future. An uninspiring strategy is really no strategy at all”. No wonder the 2010 theme for the Academy of Management Conference was titled, Dare to Care: Passion and Compassion in Management Practice and Research.

The most interesting companies we know, often the most successful, are not boring (IBM, Intel, Apple, Google, Amazon, Costco, Starbucks, Tesla, Facebook, etc.). They have novel, creative, inspiring, sometimes even playful strategies. By taking the whole strategy business less seriously they end up with more serious results – and have some fun in the bargain.

What’s in the word of “strategy”? According to what follows, a lot more, and a lot less, than you might have imagined. If you think all of this meant to confuse you, then you are right; it is called unfreezing and softening for what follows. Welcome to Advanced Strategy!

**Purpose**

*Encountered – learning*

The word that best summarizes my beliefs about education is **encounter**. Encounters not only capture the importance of encountering ideas, objects, persons, but it also implies engagement that produces lasting impact. When we encounter ideas, we struggle with them, grasp them, and learn from them. Encounter, then, is the essence of education, which offers students and faculty alike the opportunity to be exposed to new thoughts, concepts, theories, to struggle with, and to enhance our learning. Research shows that “nobody is as smart as everybody,” so using a more open, network-centric model would enhance your knowledge faster than otherwise.

Business environment is dynamic, exciting, challenging, and increasingly global – qualities that make it interesting to engage with and study. The pace of change in the business world guarantees that customer needs/wants of; products, services will continue challenging existing large and mature businesses and its leadership. This need propels creation of whole new industries and companies thus continuously entering competitive, collaborative spaces. Furthermore, business enterprises are increasingly becoming powerful. We are all affected by businesses as consumers of their products and services, as employees of corporations, and as employers and owners of corporations. No profession, no aspect of our culture, our lives, are free from the influence of business and its commercial activity. It is a powerful force, if managed effectively, wisely, and ethically can improve not only the quality of our personal and professional lives but the lives of billions of human beings around the globe and can be powerfully used as ‘an agent to world’s benefit.

An exciting encounter will occur when you apply the concepts, theories, tools, and techniques to situations that will be shared with you during various sessions to your business practices that are challenging. This seminar will facilitate and shape your mental models about the process of strategy formation.

**Objectives:**

1. To conduct a systematic analysis of a firm’s general environment and industry specific environment in which it grows and sustains.
2. To conduct a systematic analysis of a firm’s internal environment including its mission, vision, objectives, scope, and advantage (definitions and measures) through various strategy frameworks.
3. To reach a strategic choice of positioning your business in the market in relation to the issues of size, vertical and horizontal integration, and diversification.
4. To facilitate the understanding of relevance of organizational structure, design, anatomy, and coordination mechanisms to firm’s strategy.
5. To facilitate the understanding of how sometime firm’s need to break away from competitive mode by creating uncontested market spaces through demand creation that makes the competition irrelevant.

**Outcomes:**

1. To yield strategists and leaders with mental models that can envision best utility of learned strategy techniques and frameworks enabling them to apply it to their departments, divisions, or enterprises for optimal and inclusive results.
2. To develop critical entrepreneurial thinking that focuses beyond competition to value creation.
3. Demonstrate wisdom and compassion through judgment that integrates the needs of multiple stakeholders with systems thinking approach.

I eagerly await your thought-provoking contribution to the seminar making each encounter electrifying, challenging, and enriching.

**Assignments with DUE Dates**

1. Individual strategy paper (15 pts): Sun, October 27<sup>th</sup> (Canvas). Guidelines on Canvas.
2. Industry presentation (team project) (20 pts): Sat, November 9<sup>th</sup>
3. Class participation (30 pts): throughout the quarter
4. One-minute strategy pitch (individual assignment) (5 pts): Fri, December 13<sup>th</sup>

### Class Schedule & Assignments

Date & Time	Pre- Class Reading	Discussion topics	Deliverable(s)
Friday Sep. 20  1:15– 3:00pm  (105 min)  <b>Break -05 min</b>	(1) Porter (2008) - HBR	Introductions - 30 min  Management & the world’s work <i>Dr. Mahsud - 60 min</i>  Syllabus and assignments <i>Dr. Mahsud – 10 min</i>	Read the syllabus, assigned articles and case studies carefully
Saturday Sep 21 1:45 pm – 3:30 pm 3:45 pm – 5:30 pm  (210 min)  <b>Two breaks 10 each</b>	(1) Huffman (2004)  (2) Collis & Montgomery (2008)  (3) CEIBS: CASE STUDY	Strategy and Strategic Management Process <i>Dr. Mahsud - 50 min</i>  Firm’s External Environmental analysis  <i>Dr. Mahsud – 50 min</i>  Firm’s Internal Environmental analysis  <i>Dr. Mahsud – 40 min</i>  CEIBS case (50 min)	<b>Teams &amp; industry selection</b>  CEIBS Case Discussion
Thursday Oct 17 2:00 – 3:30pm 3:45 – 5:30pm  (195 min)  <b>Two breaks 10 min each</b>	(1) D’Andrea et. al. (2010) (2) Cullinan et al. (2004) (3) Uber China case	Positioning strategies (50 min)  Diversification & Vertical integration (50 min)  International Strategies and expansion (20 min)  Uber China Case (50 min)	Uber China Case discussion  Uber China Case discussion

<p>Saturday Oct 19 1:15-3:00pm  (105 min) <b>Break – 5 min</b></p>	<p>(1) Chan Kim &amp; Mauborgne (2004)-HBR  (2) Cirque du Soleil  (3) Chan Kim &amp; Mouborgne (1999)</p>	<p>Blue Ocean Strategy (60 min)  Cirque du Soleil Case discussion (40 min)</p>	<p>Cirque du case Soleil discussion</p>
<p>Saturday Nov 9 1:45pm-3:30pm 3:45pm-5:30pm  (210 min) <b>Two Breaks 10 min each</b></p>	<p>(1) Roger (2010) HBR          (2) Stewart &amp; O'Brien (2004)-HBR</p>	<p>Team presentations (120 min)  Strategy &amp; Structure (Part I) 60 min</p>	<p><b>Industry presentations</b> 4 teams (4*30) = 120 min 20 min presentation 10 min Q&amp;A</p>
<p>Friday Dec 13 8:15am – 10:15am (120 min)  <b>Break 10 min</b></p>	<p>Collis &amp; Rukstad (2008)</p>	<p>Can you say what your strategy is? PITCH  Strategy &amp; Structure (Part II) 60 min</p>	<p><b>1 minute strategy pitch by the executives</b>  Prepare a 35 word your firm's strategy statement based on the assigned reading</p>
<p><b>Saturday Dec 14 8:15am – 12:00noon  Break 10 min</b></p>		<p>Ford Case</p>	<p><b>Ford Presentation</b></p>

## Required Readings:

### Articles:

1. Porter, M. (January 2008). The Five Competitive Forces that shape strategy. *Harvard Business Review*, 79-93.
2. Huffman, B. (May 2004). Why environmental scanning works except when you need it. *Business Horizons*.
3. Collis, D. & Montgomery, C. (July/August 2008). Competing on resources. *Harvard Business Review*, 140-150.
4. Roger, M. (July/August 2010). The execution trap. *Harvard Business Review*, 64-71.

5. Hammer, M. (April 2004). Deep change: How operational innovation can transform your company. *Harvard Business Review*, 84-93.
6. D’Andrea, G., Marcotte, D., & Morrison, G. (Dec 2010). Let emerging market customers be your teachers. *Harvard Business Review*.
7. Stewart, T. & O’Brien, L. (March 2005). Execution without excuses. *Harvard Business Review*, 102-111.
8. Cullinan, G., Le Roux, M. J., Weddigen, M. R. (April 2004). When to walk away from a deal. *Harvard Business Review*, 96-104.
9. Chan, Kim., Mauborgne, R. (October 2004). Blue Ocean Strategy. *Harvard Business Review*.
10. Collis J. D. & Rukstad, M. (April 2008). Can you say what your strategy is? *Harvard Business Review*, 82- 90.

#### **Cases:**

1. CEIBS: (May 18, 2010). A Global Business School Made in China (9-510-088) – HBP
2. Uber China: (October 31, 2017). Kellogg School of Management (KE1032)- available on HBP
3. Cirque du Soleil: Even a clown can do it: (May 1, 2008) – HBP (BOS008)

#### **Optional Readings:**

1. Barney, J. & Clifford, G.P. (October 2010). Real world strategies for analyzing the Value Chain, Applying the VRIO Framework (Resource Based View), and recognizing core competencies. *Harvard Business Review*.
2. Chan Kim., Mouborgne, R. (February 1999). Creating new market space: A systematic approach to value innovation can help companies break free from the competitive pack. *Harvard Business Review*.

#### **Office of Institutional Equity**

Title IX of the Education Amendments of 1972 (Title IX) prohibits discrimination based on sex in educational programs or activities that receive Federal financial assistance. This prohibition includes sexual misconduct, which encompasses sexual harassment and sexual violence. Seattle U remains committed to providing a safe and equitable learning, living, and working environment. Seattle U offers emergency, medical, and other support resources, as well as assistance with safety and support measures, to community members who have experienced or been impacted by sexual misconduct.

Seattle U requires all faculty and staff to notify the University’s Title IX Coordinator if they become aware of any incident of sexual misconduct experienced by a student.

For more information, please visit <https://www.seattleu.edu/equity/>. If you have any questions or concerns, you may also directly contact the Title IX Coordinator in the Office of Institutional Equity (email: [oi@seattleu.edu](mailto:oi@seattleu.edu); phone: 206.296.2824)

### University Resources and Policies

#### Academic Resources

- Library and Learning Commons (<http://www.seattleu.edu/learningcommons/>)  
*(This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab)*  
*Note: The Learning Commons does not offer tutoring for EXLR/EMBA/HEMBA-level students.*
- Academic Integrity Tutorial *(found on SU Online)*

#### Academic Policies on Registrar website

(<https://www.seattleu.edu/registrar/academics/performance/>)

- Academic Integrity Policy
- Academic Grading Grievance Policy
- Professional Conduct Policy *(only for those professional programs to which it applies)*

#### Notice for students concerning Disabilities

*If you have, or think you may have, a disability (including an 'invisible disability' such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff located in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.*