

Strategy Implementation EMBA 5540

Course Description, Learning Outcomes and Objectives:

Formulating a strategy and direction is a necessary step in an organization's growth and development; formulation by itself, however, is insufficient. This module addresses the implementation of an organization's strategy. As such, we will discuss why some strategies fail, how successful implementations are executed and how adaptations are made. Factors such as organizational structure, functional organizations, processes and projects, performance metrics, and decision-making are considered. We will develop and apply several tools to aid in strategy articulation, identifying critical initiatives, and a model to gauge progress and decision-making.

This course addresses the following program learning outcomes:

1. Students will demonstrate strategic decision-making capability.
2. Students are capable of rigorous analysis of data and stakeholder concerns.
3. Students will demonstrate the ability to articulate a vision that will have significant and positive leadership impact (i.e., leading change).
4. In business and in personal lives, students will act to preserve or enhance the well-being of the commons (global, health, and social justice).
5. Demonstrate wisdom through judgment/decision-making that integrates the needs of multiple stakeholders and adapts personal behavior appropriately.

This course has the following specific course objectives:

1. Create a strategy map and balanced scorecard indicating how various units within the organization support the strategic direction and goals.
2. Determine appropriate performance measures to drive behaviors that align with strategic direction.
3. Determine when implementation is off track, will not successfully deliver the potential of a strategy, and make necessary adjustments.
4. Link strategic outcomes to financial results.

Finally, we will be using an online business simulation that serves as a vehicle to practice strategy execution (and dynamic strategic changes) and reinforce financial understanding. The simulation will also allow us to put into practice the elements of Alan Mulally's 'Working Together Management System.'

Canvas will be the primary method for posting presentations used in class and for submitting individual and team assignments; it will also have more detailed descriptions of the assignments.

Class Schedule & Assignments

Date & Time	Pre-Class Reading	Discussion topics	Activities Deliverable(s)
(0) Winter Break	CAPSIM Manual		CAPSIM Rehearsal Tutorial (4 Rounds) CAPSIM Situation Analysis
(1) Friday January 4, 2019 1:30 PM – 3:30 PM	<i>Execution</i> : Ch. 1, 2 (skim), 3 Domestic Auto Parts [case in binder]	Implementation Models & Strategy Maps	
(2) Friday January 4, 2019 3:45 PM – 5:30 PM	<i>Strategy Maps</i> : Ch. 1-2 CAPSIM Manual	CAPSIM Introduction	CAPSIM Practice 1
Week of Jan. 7-13 [online]			CAPSIM Round 1 <i>CAPSIM Vision and Leadership Team Matrix [team]</i>
Week of Jan. 21-27 [online]	<i>Strategy Maps</i> : Ch. 3-6 [read to support your map development]		CAPSIM Round 2 <i>CAPSIM Strategy Map and Scorecard [team]</i> <i>CAPSIM BPR Slides (A) [team]</i>
(3) Thursday January 31, 2019 8:15 AM – 10:00 AM	<i>Execution</i> : Ch. 4	Strategic Initiatives & Metrics	<i>Strategy Map (A) Due [individual]</i>
(4) Thursday January 31, 2019 10:15 AM - 12:00 PM	<i>Execution</i> : Ch. 5-6 [skim]		CAPSIM Round 3
Week of Feb. 4-10 [online]			CAPSIM Round 4 <i>CAPSIM BPR Slides (B) [team]</i>
Week of Feb. 18-24 [online]	<i>Execution</i> : Ch. 8	Test & Adapt	CAPSIM Round 5 <i>CAPSIM BPR Video [team]</i>
Week of Feb. 25 - Mar 3 [online]	“Simple Rules for Complex World” (binder)		CAPSIM Round 6 <i>Canvas Discussion [individual]</i>
(5) Thursday March 14, 2019 3:15 PM - 5:30 PM	<i>Execution</i> : Ch. 9 [skim] “Why Strategy Execution Unravels—and what to do about it.” (binder)	Strategy, Structure & Change	CAPSIM Round 7
(6) Friday March 15, 2019 8:15 AM - 10:00 AM	“How innovative is your company’s culture?” (binder)	Strategy and Innovation	
(7) Friday March 15, 2019 10:15 AM - 12:00 PM	<i>Execution</i> : Ch. 10 [skim] “Turning Strategy into Results” (binder)	Strategic Initiatives & Change	CAPSIM Round 8
(8) Saturday March 16, 2019 8:15 AM - 10:00 AM	“Structure That’s Not Stifling” (binder)	Reflection & Review	<i>Strategy Map (B) Due [individual]</i>
Saturday March 16, 2019 1:45 PM - 5:30 PM		Quarter Integration	

Course Requirements:

1. **Attendance / Participation / Canvas Discussions (30% of grade | Individual):** Attendance means being fully present at all scheduled sessions and activities. Participation means visible engagement in your personal learning process as well as that of other participants; it requires advanced preparation of the session materials and contributing to furthering session discussions. Online discussions and a community presence are also a component of this element. Please communicate in advance of any anticipated problems with attendance.
2. **Individual Strategy Map (30% of grade) [A: 10%, due by January 31, 2019]:** Create a strategy map for your current organization (this map may also serve as frame for your capstone project). An updated version of your strategy map (B: 20%), one that also includes important metrics and initiatives for each area, will be due by **March 16, 2019**. [Upload to Canvas.]
3. **CAPSIM Simulation / Reflection (40% of grade | Team):** The scores are a function of multiple components; except for team performance, all uploaded to Canvas; one per team:
 - your team’s performance in the simulation (5%),
 - Capsim Vision & Leadership Matrix (5%, due by **Jan. 13, 2019**)
 - Capsim Strategy Map and Scorecard (5%, due by **Jan. 27, 2019**)
 - Capsim ‘Business Plan Review’ slide deck ‘A’ (5%, due by **Jan. 27, 2019**)
 - Capsim ‘Business Plan Review’ slide deck ‘B’ (5%, due by **Feb. 10, 2019**)
 - Capsim ‘Business Plan Review’ team video (15%, due by **Feb. 24, 2019**)

Required Readings:

Textbooks:

- Kaplan, Robert S. and David P. Norton, The Execution Premium: Linking Strategy to Operations, Harvard Business School Publishing: Boston, MA, 2008.
- Kaplan, Robert S. and David P. Norton, Strategy Maps: Converting Intangible Assets into Tangible Outcomes, Harvard Business Review Press: Boston, MA, 2004.

Cases, Guides & Notes:

- Domestic Auto Parts case
- CAPSIM Manual/Team Member Guide (www.capsim.com, Industry ID: xxxxx)

Short Articles:

- Sull, Donald and Kathleen M. Eisenhardt, “Simple Rules for a Complex World,” *Harvard Business Review*, September, 2012.
- Sull, Homkes and Sull, “Why Strategy Execution Unravels—and what to do about it,” *Harvard Business Review*, March, 2015.
- Sull, Turconi, Sull and Yoder, “Turning Strategy Into Results,” *Sloan Management Review*, Spring 2018.
- Gulati, “Structure That’s Not Stifling,” *Harvard Business Review*, May-June, 2018.
- Rao and Weintraub, “How Innovative is Your Company’s Culture?,” *Sloan Management Review*, Spring, 2013.