



**DEPARTMENT OF STRATEGIC
MANAGEMENT AND PUBLIC POLICY**



COURSES **MBAD 6286 and SMPP 6297, in Washington and Paris**

TITLES **STRATEGIC MANAGEMENT**

CORPORATE STRATEGY IN THE EU

**COURSE
DESCRIPTION**

Strategic management involves designing competitive business and corporate strategies that fit the firm's external environment, then making managerial decisions to carry out these strategies. This capstone course will develop your skills in diagnosing external opportunities and challenges, and formulating strategies to take advantage of external forces and firm capabilities. The special section SMPP 297 will focus on the unique challenges of managing corporate strategy in the harmonizing EU markets. The program will have five and a half weeks of coursework on the GW campus followed by an intensive week-long international experience in Paris. Particular emphasis will be placed on strategies of US, EU and Japanese MNC's in the European Union.

PREQUISITES Completion of the MBA core

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Office Hours: 5-6pm Mondays and Wednesdays

COURSE TIMES

Pre-departure orientation in April/May 2011; Course meets on Mondays and Weds, 6-9pm (May 16-June 20) and 6-11pm on June 16, and 6-10pm on June 20 and six days in Paris (June 27 to July 1--see schedule).

**REQUIRED
TEXTS**

Hill and Jones, Strategic Management Theory (10th ed.) (**H&J**) and various handouts from faculty, guest speakers and students.

COURSE METHODS

Readings, cases and lectures introduce principles and analytical tools used for strategic decision-making. You will then apply these tools in cases, exercises, individual presentations and group case presentations. Topics include analyzing industries and competitors, understanding the effectiveness of various corporate strategies, choosing business level strategies, and implementing chosen strategies in the organization, exploring EU directives, examining most attractive EU member states, and finally research and analysis of companies to be visited and their industries. Discussion and cases will focus on strategy in a variety of global settings, but with major focus on the EU.

An important part of the course is the analysis of business case studies. Short cases are used to bring narrow concepts quickly to life; major cases are done generally to illustrate a major segment of the course. Through the use of these cases, and the lectures and class discussions that frame the cases, students will develop their understanding of the issues general managers face in creating and implementing strategy in a variety of industry contexts and global settings. Whenever possible, examples in the EU will be used.

In addition, students will be required to do country studies of the EU member states with emphasis on the comparative advantage of the country (in particular, identifying strong industries and national champions), export/business opportunities for firms not currently doing business in those member states, and cross-cultural differences in business practices. In addition, teams will research important EU directives and their implementation in member states. Further, teams will prepare research papers on the companies to be visited in Paris. Both the country papers and Paris corporate papers will serve as critical background preparation materials so that the student may be properly prepared to project a knowledgeable and professional image to our Paris hosts.

ASSIGNMENTS and GRADING

CLASS PARTICIPATION:

75 POINTS

Verbal communication is an important attribute of business professionals. Therefore, participation is extremely important in a class devoted to managing the strategy of the firm. You will be evaluated on your contributions to case discussions, interactive lectures, and short presentations in class. Your performance will be evaluated after each day of class. You cannot achieve a high level of performance unless you have prepared the readings and cases for class prior to the day they are assigned.

100 POINTS

EXAMINATION:

There will be one examination given during the course. It will be a case exam.

EU COUNTRY STUDIES:**50 POINTS**

Each student will be randomly assigned to develop a country study on one of the twenty seven member states of the EU. Emphasis will be on industries where the country holds competitive advantage, identification of national champions, and brief description of cross-cultural business practices that would be important for executives to understand. A short presentation will be made to class on the next to last class day on campus. Copies on three hole punch paper will also be provided to each member of the study abroad Paris Program.

TEAM RESEARCH ON PARIS COMPANIES:**50 POINTS**

Each team of students will develop background materials for one the major company visits that will occur in Paris. This information will be provided to each member of the study abroad Paris program. The information will cover not only the company but major trends in the industry (ies) and brief description of competitors.

TEAM ISSUES PAPER:**50 POINTS**

Each team will be assigned an important EU issue that is a critical economic component of the EU (EU Institutions, EU Competition Commission, EU sovereign debt crisis, new EU banking directive, telecommunication service directives, etc). The information will provide useful background to the current status of a single market in the EU.

INDIVIDUAL PAPERS: DUE SATURDAY JULY 2, 2011**25 POINTS**

You are responsible for listening carefully and asking good questions of all speakers—this is part of your participation score. In addition, you will turn in a “lessons learned” paper addressing what you learned related to the course from our guest speakers and corporate visits.

GRADES**MBAD 6286/SMPP 6297**

A	360-400
B	240-269
C	280-319
F	279 and below

CLASS SCHEDULE ON GW CAMPUS

April/May 2011	Pre-Departure Orientation with guest speakers. Guest speaker on the EU	Syllabus passed out	Guest Speaker on History of the EU
May 16, 2011	External Analysis--Industry Entry Barriers and Exit Barriers	Ch 2(Entry Barriers in Japanese Brewing Ind—page 44	
May 18, 2011	External Analysis: Rivalry and Power of Buyers and Suppliers	Boom and Bust in Global Telecom—page 35 and DaimlerChrysler US Keiretsu—page 316	
May 23, 2011	External Analysis—Industry Analysis of substitutes, complementors, strategic groups and globalization	Ch 2 (Finland's Nokia—page 66) , also review pages 50-54 and 172-173	Case: Global Wine Industry
May 25, 2011	Corporate Strategy—Single business and Vertical Integration, Diversification—Related and Linked	Ch 9 (Horizontal Integration in Healthcare—p. 305 and Spec.Assets and Vertical Integration in Aluminum Industry), Ch 10 (Branson—handout, and Related Diversification by Intel—page 340)	Case: Then Came Branson
June 6, 2011	Competitive Strategy—Generic strategies	Ch 3 and 5 (Low Cost Structure of SW Airlines—page 90, Zara's strategy; Ch 8, 13 Work—page 466)	Case: Boeing and Airbus
June 8, 2011	Strategy and Structure--	Ch 9, Dell, p 267-68	
June 13, 2011	Implementation and special issues in international environments	(IKEA's Swedish ways—page 273, Merrill Lynch in Japan—page 278, Using IT to make Nestle's Global Structure	Cross Cultural mgt and French business practices articles and EU Materials handed out in class
June 15, 2011	Team presentations on Directives and Corporate Site Visits and individuals on EU countries-6pm-11pm	Presentations by student teams on corporate visits and select EU directives and individuals on EU countries	
June 20, 2011	Exam, 6-10pm	Case exam	

ILLUSTRATIVE SCHEDULE IN PARIS 2011 (based on 2010 program)

Date		Event/Location	Organization/Topic	Assignments/Notes
June 26 Sunday	6pm	Walking Tour*, Meet at Les Deux Magots (Metro : St. Germain des Pres)	Stroll down Blvd St. Germain, past Musee Cluny, the Seine, Notre Dame, back to Kong	Your Paris guide books
	7pm	Dinner Restaurant, Kong, 1 rue du Pont Neuf 01 40 39 09 00 (Metro : Pont Neuf)	Portions of last episode/season finale (2004) for “Sex in the City” filmed here	Kong is hidden in Kenzo building, 5 th floor, on rue du Pont Neuf almost at corner of Quai de la Messagerie
June 27 Monday	9:00 Meet at the classroom by 8 :45am	Amy Greene Chargee Mission International Affairs Manager Centre des Ameriques 199 Blvd St. Germain Room D502 on ground floor (rez-de-chaussée in French) (Metro: Rue du Bac)	Institut d’Etude Politiques (Sciences Po)	Gift: Erin**
	10:00	Jean-Marc Grosfort Chief Development Officer Middle East and Africa	Marriott International	Gift: Ken**
	11:30	Craig Pooler, Managing Partner	Lafayette Partners	Review Fin Services directive slides Gift: Nia**
	2:00	Habib Nehme GE Healthcare	GE	Gift: Kelly**
	3:30	Joseph Srouji Compliance Leader, Europe GE Global Business Services	GE	Gift: Bernard**
June 28 Tuesday	9:30 am (Meet at 8am at Les Deux Magots)	Jean-Louis Pierrel Manager, University Relations 17 avenue l’Europe 92275 Bois Colombes (We will travel by Metro to station Grande Arche de La Defense, then taxi to IBM headquarters)	IBM France	Review IBM presentation Gift: Cherie**
	10:30	IBM executive working on IBM “Smart Cities” project	IBM France	Review EU climate and IBM presentations Gift: Emily**
	afternoon	Free time		
	8pm	Bateaux Parisiens River Cruise Port de la Bourdonnais, Paris 7 ^e Nearest metro: Trocadero; Bir-Hakeim	On the Seine (note, the two metro stops are 15 min min. Trocadero, best view)	Evening cruise, so bring a jacket/wind breaker/hoodie

June 29 Weds.	9:15am Walk from LDM at 8:30am	Tour Musee D'Orsay Nathalie SCHWARZ (emergency number only : 06 03 13 85 53) Paris Avec Vous (Closest metros: Assemblée National or Solferino)	Guided tour of the collections (at least 10 min walk from metro stop)	Meet out front (rue de Bellechasse side) at the big elephant
	3:00pm (meet at 2pm at Les Deux Magots)	3:00 Valerie Perruchot Garcia Head, Group Internal Communications 4:00 Gery Meinzel PMO, Group Communication and Social Responsibility 5:00 Tour of La Vaupaliere with Caroline Pacheco followed by cocktails (AXA World Headquarters, 25 avenue Matignon, Metro: Franklin D. Roosevelt)	AXA	Review AXA presentation Gift: Rachel and John**
June 30 Thurs.	10:15am To Be Revised 8:35am train	M. Pascal Pecriaux 20 Avenue de Champagne 51200 Epernay 11 :30 Visit to champagne caves 12 :15 Champagne tasting	LVMH Moet Hennessey Epernay	Gift: Jen**
	1-ish pm	Free Time for lunch/shopping		
	4:31pm	Train departs Epernay for Paris		
July 1 Friday	9:30am (meet at 8am at Les Deux Magots)	Marc Jalabert Director, Platform and Ecosystem Division Microsoft France 39 quai du President Roosevelt 92130 Issy-les-Moulineaux 57-75-23-50 Metro: Balard	Microsoft	Review Microsoft Presentation Gift: Dan**
	2:00pm	Mr. Christophe Desages VP Business Engineering Intl Operations Directorate EADS International 37 blvd de Montmorency 75781 Paris Cedex 16 France 42 24 21 53(Metro: Jasmin)	EADS	Review EADS presentation Gift: Karima**
	7:00pm	Closing Dinner, Le Petit Zinc 11 rue Saint-Benoit (Metro : St. Germain des Pres)		

***We will be doing a lot of walking while in Paris as the metro only get us close to the corporate headquarters. Please wear comfortable (though business) walking shoes.**

****The person presenting the gift will need to get the business card of the presenter and will send a thank you note from the class. Stamps are available at the Tabac and mail your note before leaving Paris.**