

# Markets and Strategies

## Course Syllabus

### AY 2016/2017

**Instructor:** Giovanni Zizzerini, Ph.D.

**Type of Course:** Lectures and case studies

**Credits:** 8

**Total hours:** 72

**Class Meetings:** Monday 17:45 – 19:45, Tuesday 12:00 – 14:30

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#### Course Description

The course will focus on trying to flesh out a set of complicated answers to a very simple question: “what allows certain firms to persistently earn positive economic profits, while others deliver negative returns and ultimately are forced to exit the market?” The answers will involve analysing the basic competitive structure of different types of markets, and trying to understand the ultimate determinants of a firm's profitability and of persistence of differentials in firms' profits industry-wide.

Topics covered will include:

- Markets structure and competitors analysis
- Resource based view of the firm
- Sources of the competitive advantage
- Digital strategies
- Creativity and innovation
- International markets
- Socially oriented companies and CSR

#### Course Objectives

The goals of the course are:

- To introduce participants to market analysis and strategic management
- To show how to apply a set of tools that are useful in strategic analysis
- To enhance participants' creativity and problem solving abilities
- To present companies' best practices across a broad range of industries and settings
- To improve familiarity with current challenges and issues in strategy development

## Assessment and evaluation

Evaluation will differ depending on whether or not students decide to participate in group activities and to attend classes. To be qualified as **attende**e students must attend at least **75% of classes** (18 out of 23; unless you have valid reasons to be absent to more classes)

**Attendees** will be evaluated in the following way:

- Group presentation and discussion: 30% of the final grade
- Final exam (written examination on papers presented and discussed): 60% of the final grade
- Participation (punctuality, active engagement in class activities, quality of questions and of interventions in class): 10% of the final grade

**Non attendees** will be evaluated in the following way:

- Final exam (written examination on all papers listed below)

The Final Exam will be closed book and closed notes ones. They will consist of open questions of variable length. Exams will focus on lectures, and on the reading materials presented during the course. They will take approximately 60 minutes to complete.

Required readings will be the same for attending and non attending students, and will include the list of articles and case studies that will be object of group presentations and list in the following table.

## Schedule

#	Days	Topics	Required readings
1	February 16	<b>Introduction to strategic management</b> <ul style="list-style-type: none"><li>• Introduction to strategic management</li><li>• Definition of strategy.</li></ul>	<ul style="list-style-type: none"><li>• Porter, M. E. 1996. What is a strategy? Harvard Business Review (November-December): 61-78.</li><li>• Levitt, T. 2004. Marketing Myopia Harvard Business Review ( July-August): 138-49.</li></ul>
2	February 17	<b>Industry and market analysis</b> <ul style="list-style-type: none"><li>• Industry analysis</li><li>• Porter's Five forces Model</li></ul>	<ul style="list-style-type: none"><li>• Porter , M. E. 2008. The Five Competitive Forces That Shape Strategy, Harvard Business Review</li><li>• Porter M. E. and Heppelmann J.E. 2014. How Smart, Connected Products Are Transforming Companies, Harvard Business Review</li></ul>
	February 23	<b>Corporate Social Responsibility</b> <ul style="list-style-type: none"><li>• The company's macro-environment</li><li>• Shared value</li></ul>	<ul style="list-style-type: none"><li>• Nidumolu, R., Prahalad, C.K. and Rangaswami, M.R. 2009. Why sustainability is now a key driver of innovation. Harvard Business Review, 87(9): 57-64.</li></ul>

			<ul style="list-style-type: none"> <li>Porter, M. E. and Kramer, M.R. 2011. Shared Value: How to reinvent capitalism, Harvard Business Review, Vol. 89, p62-77</li> </ul>
3	February 24	<b>The Competitive advantage</b> <ul style="list-style-type: none"> <li>Core competencies</li> <li>Developing and sustaining competitive advantage</li> <li>Competitive strategies</li> </ul>	<ul style="list-style-type: none"> <li>Prahalad, C.K., Hamel, G. (1990), "The core competence of the corporation", Harvard Business Review</li> <li>Godin, S. 2002. Purple Cow, Transform Your Business By Being Remarkable, Chapter 1 and 2. Penguin Publishing Group</li> </ul>
4	February 24	<b>Blue Ocean Strategy</b> <ul style="list-style-type: none"> <li>Identifying blue oceans</li> </ul>	<ul style="list-style-type: none"> <li>Kim W.C. and Mauborgne R (2004) Blue Ocean Strategy, HBR.</li> </ul>
5	March 2	<b>Innovation strategies</b> <ul style="list-style-type: none"> <li>Sources of innovation</li> </ul>	<ul style="list-style-type: none"> <li>Dyer, JH, Gregersen, HB and Christensen CM. 2009 The innovator's DNA. Harvard business review.</li> <li>Sawhney, M., Wolcott R.C. and Arroniz I. 2006. The 12 Different Ways for Companies to Innovate, MIT Sloan Management Review, Vol. 47 n.3</li> </ul>
6	March 3	<ul style="list-style-type: none"> <li>Innovation strategies</li> <li>Innovation tools and methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Christensen C.M and Overdorf M. 2000. Meeting the Challenge of Disruptive Change. Harvard Business review</li> <li>Blank S. 2013. Why the Lean Start-Up Changes Everything, Harvard Business Review</li> </ul>
7	March 9	<b>Digital strategies</b> <ul style="list-style-type: none"> <li>Digitalization</li> </ul>	<ul style="list-style-type: none"> <li>Downes L. and Nunes P. 2013 Big-Bang Disruption. Harvard Business Review, March</li> </ul>
8	March 10	<ul style="list-style-type: none"> <li>Exponential organizations</li> </ul>	<ul style="list-style-type: none"> <li>Selected chapter from Ismail S. 2014 Exponential Organizations: Why new organizations are ten times better, faster, and cheaper than yours. Singularity University book.</li> </ul>
9	March 16	<b>International markets</b> <ul style="list-style-type: none"> <li>International</li> </ul>	<ul style="list-style-type: none"> <li>Levitt T. 1983. The Globalization of Markets</li> </ul>

		strategies	<ul style="list-style-type: none"> <li>• Harvard Business Review, May.</li> </ul>
<b>10</b>	<b>March 17</b>	<ul style="list-style-type: none"> <li>• Cross-cultural issues</li> </ul>	<ul style="list-style-type: none"> <li>• De Mooij M. and Hofstede G. 2011. Cross-Cultural Consumer Behavior. Journal of International Consumer Marketing</li> </ul>
<b>11</b>	<b>March 23</b>	<ul style="list-style-type: none"> <li>• New emerging markets</li> </ul>	
<b>12</b>	<b>March 24</b>	Group presentation and case discussion	<ul style="list-style-type: none"> <li>• Yunus M., Moingeon B. and Lehmann-Ortega L. (2010) "Building Social Business Models: Lessons from the Grameen Experience", Long Range Planning, 43</li> </ul>
<b>13</b>	<b>March 30</b>	Group presentation and case discussion	<ul style="list-style-type: none"> <li>• "Wal-Mart's Cost Leadership Strategy", Center for Management Research, ICMR Case Collection</li> <li>• Frances X., Frei F., Rodriguez-Farrar H. and Hajim C. (2001) Virgin Group: Filling in the Value Gap, HBR</li> </ul>
<b>14</b>	<b>March 31</b>	<b>Midterm exam</b>	
<b>15</b>	<b>April 6</b>	Guest Speaker	
<b>16</b>	<b>April 7</b>	Group presentation and case discussion	<ul style="list-style-type: none"> <li>• P Bell DE and Shelman ML (2006) Academia Barilla, HBR 12-apr</li> <li>• Iyer, B. and Davenport, T. "Reverse Engineering Google's Innovation Machine," Harvard Business Review (86:4), 2008, pp. 58-68</li> </ul>
<b>17</b>	<b>April 20</b>	Group presentation and case discussion	<ul style="list-style-type: none"> <li>• Sebastiani, R., Montagnini, F. and Dalli D. (2013) "Ethical Consumption and New Business Models in the Food Industry. Evidence from the Eataly Case", J. Bus Ethics 2013</li> <li>• Di Minin, A., Frattini, F. and Piccaluga A. (2010) "Fiat: open innovation in a downturn (1993– 2003)" California Management Review</li> </ul>
<b>18</b>	<b>April 21</b>	Group presentation and case discussion	<ul style="list-style-type: none"> <li>• Desingn Thinking at Apple, Harvard Business School, 2012</li> <li>• Brown T. 2008, Design Thinking, Harvard Business Review</li> </ul>

<b>19</b>	<b>April 27</b>	Group presentation and case discussion	<ul style="list-style-type: none"> <li>• Spotify: Face the Music, 2014, IESE</li> <li>• Catmull, E. (2008) "How Pixar Fosters Collective Creativity", Harvard Business Review</li> </ul>
<b>20</b>	<b>April 28</b>	Group presentation and case discussion	<ul style="list-style-type: none"> <li>• Ride On! Mobility Business Models for the Sharing Economy Boyd Cohen and Jan Kietzmann Organization &amp; Environment 2014, Vol. 27(3) 279–296</li> <li>• Ren´e Bohnsack, Jonatan Pinkse, Ans Kolk. Business models for sustainable technologies: Exploring business model evolution in the case of electric vehicles. Research Policy, Elsevier, 2014, 43 (2), pp.284-300.</li> </ul>
<b>21</b>	<b>May 4</b>	Group presentation and case discussion	<ul style="list-style-type: none"> <li>• Hsieh, T. (2010) Zappos's CEO on Going to Extremes for Customers, Harvard business review, 2010</li> <li>• Askildsen T. (2012) "Collaborating With Customer Communities: Lessons From the Lego Group", MIT Sloan Management Review</li> </ul>
<b>22</b>	<b>May 5</b>	Guest Speaker	
<b>23</b>	<b>May 11</b>	Summing up	