

## STRATEGY COURSE SYLLABUS – WINTER 2004

Week	Module	Day	Date	Class	Additional Reading
1	<b>Introduction</b>	1	Tues., Jan. 13	Intel Corporation: 1968-2003 (9-703-427)	
	<b>Industry Structure</b>	2	Wed., Jan. 14	Alusaf Hillside Project*	
3		Fri., Jan 16	The Offshore Drilling Industry in 2003*		
2		4	Tues., Jan. 20	Microwave Ovens in 2003*	
	5	Wed., Jan 21	The Driver's of Industry Profitability*	Porter, "How Competitive Forces Shape Strategy" (Reprint 79208)	
	6	Thurs., Jan. 22	Cola Wars Continue: Coke and Pepsi in the Twenty-First Century (9-702-442)		
3		7	Mon., Jan. 26	Apple Computer in 2002 (9-702-469)	
		8	Tues., Jan. 27	The Pharmaceutical Industry in 2002*	
		9	Wed., Jan. 28	The Music Industry in 2003*	
		10	Thurs., Jan. 29	Formula One Motor Racing (9-703-412)	
4				Recruiting	
5	<b>Competitive Advantage</b>	11	Mon., Feb. 9	Wal-Mart Stores, Inc. (9-794-024)	Ghemawat and Rivkin, "Creating Competitive Advantage" (9-798-062)
		12	Tues., Feb 10	Edward Jones (9-700-009)	
		13	Wed., Feb 11	Yamato*	
6		14	Thurs., Feb. 19	Capital One Financial Corporation (9-700-124)	
		15	Fri., Feb 20	Patagonia*	
7		16	Mon., Feb 23	Ice-Fili (9-703-516)	
		17	Wed., Feb. 25	Kodak*	
8		18	Wed., March 3	Home Video Games*	
		19	Thurs., March 4	Matching Dell*	
9	<b>Competitive</b>	20	Mon., March 8	The Holland Sweetener Company versus NutraSweet*	

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	<b>Dynamics</b>	<b>21</b>	Tues., March 9	Leadership Online: Barnes & Noble vs. Amazon.com (A) (9-798-063)	
<b>10</b>		<b>22</b>	Wed., March 17	Dogfight over Europe: Ryanair (A) (9-700-115)	
		<b>23</b>	Thurs., March 18	British Satellite Broadcasting versus Sky Television (9-794-031)	
		<b>24</b>	Fri., March 19	Toys ‘R’ Us (A) (9-703-445)	Yao, “A Note on Antitrust and Competitive Tactics” (9-703-493)
<b>11</b>			Spring Break		
<b>12</b>	<b>Corporate Strategy</b>	<b>25</b>	Mon., March 29	AOL Time Warner, Inc. (9-702-421)	
		<b>26</b>	Wed., March 31	The Walt Disney Company: The Entertainment King (9-701-035)	
		<b>27</b>	Thurs., April 1	Zara: Fast Fashion (9-703-497)	
<b>13</b>		<b>28</b>	Tues., April 6	GE’s Two-Decade Transformation: Jack Welch’s Leadership (9-399-150)	
		<b>29</b>	Wed., April 7	House of Tata, 1995: The Next Generation (A) (9-798-037)	
<b>14</b>	<b>Global Strategy</b>	<b>30</b>	Wed., April 14	HSBC*	
		<b>31</b>	Thurs., April 15	Robert Mondavi and the Wine Industry (9-302-102)	
<b>15</b>		<b>32</b>	Tues., April 20	Microsoft in the People’s Republic of China, 1993 (9-795-115)	
		<b>33</b>	Wed., April 21	Globalization of HBS*	
	<b>Conclusion</b>	<b>34</b>	Fri., April 23	Final Lecture	
<b>16</b>		<b>35</b>	Mon., April 26	Final Exam	

\*To be distributed separately