

# *21E00030 Strategy Work*

## SYLLABUS

August 2018

Instructor's contact information	Course information
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### 1. OVERVIEW

This course familiarizes you with the practice and implementation of strategy in multinational corporations and smaller entrepreneurial firms. You will gain a realistic perspective to practices and routines related to strategy through case studies, guest lectures, and group assignments.

### 2. PREREQUISITES

There are no specific prerequisites for the course. However, we advise you to first complete any bachelor's level course on strategic management, such as TU-91.1011 or 21C00100.

The course is designed to complement the decision making focus in the course *Strategy Process* and the focus on the substantive content of business strategies in the course *Advanced Strategic Management*, but neither of the courses are required to appreciate the contents of this course.

### 3. LEARNING OUTCOMES

This course provides you with the basic understanding of the processes and practices through which strategy is implemented in organizations. You will learn the basic principles for facilitating strategic implementation through leadership, communications, and organizational design. We will familiarize you with typical strategy processes and the variety of organizational roles involved in strategy implementation

in multinational corporations and smaller entrepreneurial firms. We will also address the barriers and obstacles that may hinder strategic implementation, including resistance to change, power and politics.

#### **4. COURSE PHILOSOPHY**

The goal of the course is to help you make sense of strategy. By the end of the course, you will construct your unique conception of strategy. The course is based on a constructivist view on learning. This orientation acknowledges that each student builds on a personal cognitive structure out of information extracted during the course. Individuality of interpretation is treated as a richness to be enjoyed and encouraged. This appreciation of uniqueness and individuality does, however, not mean that anything goes. The course will be an intense working experience for all participants, including the teachers. It is the responsibility of each of you to prepare yourself for each lecture. We will build an atmosphere of respect to the topic and to each other's expertise and individuality, which requires commitment from all participants.

#### **5. ASSESSMENT AND GRADING**

The course is graded based on classroom participation and activity, individual pre-assignments, group assignments, and a final case analysis. The weights of different criteria are indicated below:

1. Individual pre-assignments (30%)
2. Group assignments (40%) (13.33+13.33+13.33)
3. Activity and participation (10%)
4. Final assignment (20%)

Please note that session participation is rated on active and useful engagement that contributes to collective learning and not only presence at the sessions.

#### **6. ASSIGNMENTS**

##### **Individual pre-assignments**

You have four (4) individual pre-assignments during the course. These involve analyzing pre-assigned readings and answering given questions. Questions are listed under the mycourses Turnitin box. Upload your assignments on MyCourses on the due date at 13.14 pm latest. Our submission system uses TurnITin plagiarism control. Name the document in the following way: LastnameFirstname\_pre #1 (#2, #3 etc.) Also remember to put your name on the document. The maximum length of each assignment is 500 words. References not included in word count.

Use Times New Roman Font 12. Please also make sure that you organize your assignment by the three questions provided. The three questions provided act as the subheadings in your assignment and should be bolded and underlined.

##### **Group assignments**

Working in team is an essential part in management education. There will be three required assignments related to one case study. The three assignments correspond to the course contents, and should be submitted as three short Powerpoint slideshow files (please check the due dates in the following table, more detail will be provided later).

### Final case analysis

The final group assignment is a project in which the students assess the strategic management at one case company and provide suggested changes for strategy implementation. The final report with recommendations is returned at the end of the course as a written report.

## 7. READINGS

The readings are indicated in the schedule

## 8. SCHEDULE

### PERIOD I 2018-2019: 10.9.-19.10.2018

Mondays and Tuesdays 1.15 pm to 4 pm. In A-301, Päärakennus, Runeberginkatu 14-16.

SESSION	DATE	TOPIC	READINGS	ASSIGNMENT DUE DATES
#1	10.09	Theme of the week: <b>Introduction</b>  <i>Farah Kodeih</i>  <i>Guest speaker:</i> <b>Anne Badan</b>	Mintzberg, H. & Lampel, J. 1999. Reflecting on the strategy process, <i>Sloan Management Review</i> , 40, 3.  Beer, M. & Nohria, N. 2000. Cracking the code of change, <i>Harvard Business Review</i> , 78, 3.	
#2	11.09	Theme cont. Guest speaker: <b>Henrika Franck</b>	Case study and exercises Myers-Briggs Type indicator	
#3	17.09	Theme of the week: <b>Strategic leadership</b>  <i>Farah Kodeih</i>	Kotter, J. 2001. What leaders really do. <i>Harvard Business Review</i> , 79, 11: 85-96.  Ancona, D., Malone, T.W., Orlikowski, W.J., & Senge, P.M. 2007, In Praise of the Incomplete Leader, <i>Harvard Business Review</i> 85, 2.	Individual pre-assignment #1.
#4	18.09	Theme cont. <i>Guest speaker:</i> <b>Stefan Heinrichs</b>	Case study and exercises	Choice of the cases for the final assignment

#5	24.09	Theme of the week: <b>Structure and Design</b> <i>Farah Kodeih</i>	Galbraith, J. 2002, Organizing to deliver solutions, <i>Organizational Dynamics</i> , 31(2): 194-206. Kesler, G. and A. Kates. 2010. Designing Strategic Organizations: The New Work of Executives and HR. <i>People and Strategy</i> 33 (3): 14-21	Individual pre-assignment #2
#6	25.09	Theme cont.	Case study and exercises	<i>Group report #1: Strategic leadership (DL 24.09)</i>
#7	01.10	Theme of the week: <b>Political processes and identity</b> <i>Farah Kodeih</i>	Bouchikhi, H. & Kimberly, J.R. 2003. Escaping the identity trap, <i>MIT Sloan Management Review</i> , 44, 3.  Ravasi, D., & Phillips, N. 2011. Strategies of alignment: Organizational identity management and strategic change at Bang & Olufsen. <i>Strategic Organization</i> , 9, 2: 103–135.	Individual pre-assignment #3
#8	02.10	Theme cont.	Case Study and exercises	<i>Group report #2: Structure and Design (DL 01.10)</i>
#9	08.10	Theme of the week: <b>People in strategy</b> <i>Farah Kodeih</i>	Huy, Q. N. 2001. In praise of middle managers. <i>Harvard Business Review</i> , 79(5): 72-79.  Floyd, S. W., & Wooldridge, B. 1992. Middle management involvement in strategy and its association with strategic type. <i>Strategic Management Journal</i> , 13: 153-167	Individual pre-assignment #4
#10	09.10	Theme cont. Guest speaker: <i>Wilhelm Taht</i>	"Closing the Strategy-Execution Gap Means Focusing on What Employees Think, Not What They Do" <a href="https://hbr.org/2017/10/closing-the-strategy-execution-gap-means-focusing-on-what-employees-think-not-what-they-do">https://hbr.org/2017/10/closing-the-strategy-execution-gap-means-focusing-on-what-employees-think-not-what-they-do</a> "The culture factor." <a href="https://hbr.org/2018/01/the-culture-factor">https://hbr.org/2018/01/the-culture-factor</a>	<i>Group report #3: Political processes and identity (DL 08.10)</i>
#11	15.10	Theme of the week: <b>Algorithmic Management</b>  Guest speaker: <i>Henri Schildt</i>	Schildt H., 2018, <i>Data imperative</i> , chapter 5 (Draft).  "Legal firms unleash office automatons", Financial Times, 2016. <a href="https://www.ft.com/content/19807d3e-1765-11e6-9d98-00386a18e39d">https://www.ft.com/content/19807d3e-1765-11e6-9d98-00386a18e39d</a>	

#12

16.10

Theme cont.

Presentations of the final case analysis