



The Leon Recanati Graduate School of Business Administration

1231.3619 – Corporate Strategy

(CORPORATE-LEVEL STRATEGY)

(Prerequisites: Strategy for managers)

Winter Semester (First half) – 2022/23

THE COURSE IS TAUGHT IN ENGLISH

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01	Sunday	15:45-18:30	As posted on the list of exams	Dr. Uriel Stettner	urielste@tauex.tau.ac.il	03-6406330

Teaching Assistant (TA): TBD

Office Hours: By appointment in advance via e-mail

Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

This course addresses forms of corporate organization by examining the company's boundaries and scope of choices and activities. It opens up discussion over the efficacy of corporate hierarchies and the effect on its businesses.

The Corporate Strategy course is designed to introduce you to the central strategic challenges facing CEOs in charge of multi-business firms. It aims to introduce to students the central questions that confront every corporate strategist in the pursuit to develop and sustain a corporate advantage:

- In which businesses should the firm compete?
- Which businesses and activities should be carried out inside the firm and which outside; that is, where should a firm's boundaries be drawn?
- How do a firm's choices on these dimensions influence the way it organizes itself, and vice versa?

The course framework is designed to help you address the challenges of creating and sustaining corporate advantage through strategic scope choices. The course is delivered in Hebrew.

Course Goals and Objectives

The following are the benefits that I hope you will take away from this course:

1. Acquiring a substantial knowledge base about running multi-business firms.
2. Developing new insights about corporate scope and boundaries.
3. The ability to apply managerial insights to real-world cases.

HOW TO CONTACT ME

Please contact me via e-mail. For any inquiry, please e-mail the instructor (the e-mail addresses are indicated above). On the message line, write "TAU-MBA-CORPORATE STRATEGY # 1231.3619"

Students with Disabilities

Reasonable accommodation for students with disabilities will be made.

Academic Integrity

All work submitted by a student or team must represent their original endeavor. When outside sources are used as references, work submitted by student(s) must identify the source and make clear the extent to which the sources have been used. Please comply with the University's policies on academic conduct.

Additional Guidelines

Classes will begin on time. Please make every effort to be in the classroom before the class starts. Be fully prepared for each class. If you are unable to be prepared for class, please notify me in advance.

Using laptops, cell phones or any other electronic devices are not permitted during class. Writing SMS, email or surfing the net restricts comprehension and limits participation, thereby reducing the learning experience. Laptops should not be used during class for emailing, researching the cases, surfing the net, or any unrelated purpose. If the situation dictates, laptops may be used for official assignments that ask you to prepare a spreadsheet analysis or power point presentations.

Please respect the opinions of others and do not talk to your friends when a classmate is speaking.

Evaluation of Student and Composition of Grade

Attendance, reading material, and class participation	See Below
Final exam	100%

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, the final average grade for this course (which is an elective course) will be in the range 83-87%. Additional information regarding this policy can be found on the Faculty website

Course Assignments

Attendance, reading material, and class participation: You are expected to read the material assigned for each class session, and to contribute regularly to class discussions.

Because of copyright agreements, students need to purchase the case study directly from Harvard Business School Publishing <http://hbsp.harvard.edu/> at a **cost of approximately \$24 US**. A link to my own account at HBS will be provided via the course Moodle website so you would be able to access the case studies easily and purchase them with a discount.

Final Exam: At the end of the course, you will be asked to take a final exam that will include the subjects covered in the class during the course. This is a closed exam. To do well on this exam, you will need to work systematically throughout the course; namely read all the reading material carefully, attend each class, and be highly familiar with the supporting material.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site every week (regularly) for information on classes, assignments and exams, at the end of the course as well. Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in exam and other course tasks.

Recommended Reading

1. Bower, J. 2001. Not All M&As Are Alike--and That Matters. *Harvard Business Review*, (March), 92-101.
2. Collis, D. J., & Montgomery, C. A. 1998. Creating corporate advantage. *Harvard Business Review*, 76(3): 70-84.
3. Dyer, J., Kale, P., & Singh, H. 2001. How to make strategic alliances work. *MIT Sloan Management Review*, 42(4): 37-43.
4. Ghemawat, P. (2007). Managing differences: The central challenge of global strategy. *Harvard Business Review*, 85(3), 58-68.
5. Gullinan, G. & Le Roux, J.-M. & Weddigen, R.-M. 2004. When to Walk Away from a Deal. *Harvard Business Review*, April, 96-104
6. Hansen, M. T., & Nohria, N. 2004. How to build collaborative advantage'. *MIT Sloan Management Review*, 46, 22-30
7. Leiblein, M., & Miller, D. (2003). An empirical examination of transaction-and firm-level influences on the vertical boundaries of the firm. *Strategic Management Journal*, 839-859.
8. Stuckey, John., & White, David. 1993. When and When Not to Vertically Integrate. *MIT Sloan Management Review*, 23 (Spring) 71-83. Publication date: Apr 01, 1993. Prod. #: SMR006-PDF-ENG

Course Outline (Subject to change)			
Session	Topic	Guiding Questions	Cases (subject to change)
Session 1	Introduction to the course Competitive advantage	What is competitive advantage? How firms create competitive advantage? How can firms evaluate the sustainability of the competitive advantage	
Session 2	The notion of corporate strategy and the logic of corporate scope	What is corporate strategy? How firms choose strategic scope?	Case: Danaher Corporation
Session 3	Diversification strategies	Why firms engage in related and unrelated diversification? When and how diversification enables a firm to realize valuable economies of scope?	Case: Samsung Electronics
Session 4	Transactions Costs and Vertical Integration	Why firms engage in vertical integration strategies? How can governance mechanisms minimize opportunistic threats?	Case: Ford vs. GM: The Evolution of Mass Production (B)
Session 5	Strategic Alliances	What is the economic value of strategic alliances? What types of strategic alliance should a firm pursue (when)? How to manage strategic alliances?	Guest speaker
Session 6	Mergers and Acquisitions	Why pursuing M&As? Problems/difficulties with M&As processes?	Case: Alliance Management at Forbes Marshall <i>Case:</i> \$19B 4 txt app WhatsApp...omg!
Session 7	Strategic Management Wrap-up		Case: RoboTech: Entering the US Market

Subject to changes