

Corporate Strategy Course Outline

Beyond Competitive Advantage: How to Solve the Problem of Sustaining Growth while Creating Value
(HBR Press, 2016)

Todd Zenger

todd.zenger@utah.edu www.toddzenger.com

Book Synopsis

Beyond Competitive Advantage argues that for most organizations the central task of strategy is not merely crafting a position of advantage, but rather sustaining value creation. Organizations successful in sustained value creation possess what the book labels a corporate theory—a meta strategy of sorts that provides ongoing guidance to the selection of strategies and the accumulation of advantages.

Effective corporate theories reveal vision—foresight about future tastes and trends, insight about what is or should be unique and distinctive about accumulated assets and capabilities, and broad cross-sight to see uniquely valuable opportunities to pursue, problems to solve, or assets to acquire.

In discussing the role of corporate theory, the book navigates the range of topics commonly taught in courses on corporate strategy, including discussions of acquisitions, investments, organizational design, financing, and leadership.

But, while these topics are commonly taught as an array of rather à la carte decisions, each guided by a discrete logic, this book uses the concept of corporate theory to elevate the strategist’s task of sustained value creation into a more coherent set of choices guided by a synthetic logic.

Part of this synthesis also reflects a translation of organization economics applied to the central questions of corporate strategy in a manner that is compelling and accessible to managers and aspiring strategic leaders.

Classroom Applications

Beyond Competitive Advantage is ideal for a focused course on corporate strategy and works at all levels: undergraduate, MBA or Exec MBA. It is also ideal for executive education programs or course modules on corporate strategy or strategic leadership.

Course Structure, Book Chapters, and Case Pairings

Module	Book Chapter	Topics	Case Pairings
Module 1: Introduction to Corporate Strategy	Beyond Competitive Advantage, Introduction	The challenge of sustaining value-creating growth	Disney Corporate Strategy (A): Barbarians at the Magic Kingdom’s Gate – available from author Google Inc. in 2014 (Abridged) Walt Disney Productions, June 1984 (UV2118)

Course Structure, Book Chapters, and Case Pairings cont.

Module	Book Chapter	Topics	Case Pairings
Module 2: Composing a Corporate Theory	<i>Beyond Competitive Advantage</i> , Chapter 1: Insight, Foresight, Cross-sight	The essential elements of an effective corporate theory; composing a corporate strategy	Apple Inc. in 2015 (9-715-456) Disney Corporate Strategy (B): The Wonder Years (available from author) Disney Corporate Strategy (C) (available from author) Walt Disney Co.: The Entertainment King (701035) Danaher House of Tata, 1995: The Next Generation (A) (9-798-037)
Module 3: Composing Value: Mergers, acquisitions and investments	<i>Beyond Competitive Advantage</i> , Chapter 2: The Uniqueness Imperative	Mergers, acquisitions resource allocation; the role of uniqueness in driving value creation	Marks and Spencer (A) and (B) (391089 & 391090) Mittal Steel in 2006: Changing the Steel Game (PG0002) Cadbury Schweppes (A) and (B) (708453 & 708454) US Office Products (A) and (B) Portfolio Planning at Ciba-Geigy and the Newport Investment Proposal (795040)
Module 4: The Uniqueness Paradox/ Financing and Governance	<i>Beyond Competitive Advantage</i> , Chapter 3: Moral Hazard or Market for Lemons	Corporate governance, capital markets, and the uniqueness paradox	Monsanto (available from author) Corporate Strategy at Berkshire Partners (710414)
Module 5: Choosing vertical boundaries of the corporation	<i>Beyond Competitive Advantage</i> , Chapter 4: Make or Buy?	Make or buy decisions, vertical scope of the firm	The Walt Disney Company and Pixar, Inc. (709462) Arauco (A) and (B) (705474 and 709416) Strategic Outsourcing at Bharti Airtel Limited (107003) Birds Eye and the UK Frozen Food Industry (A) (792074)
Module 6: Alliances, Contracts, and External Relations	<i>Beyond Competitive Advantage</i> , Chapter 5: Shaping External Relations	Creating value through inter- organizational relations	Renault-Nissan Alliance (303023) Millennium Pharmaceuticals (800032)

Course Structure, Book Chapters, and Case Pairings cont.

Module	Book Chapter	Topics	Case Pairings
Module 7: Organizational Design and Structure	<i>Beyond Competitive Advantage</i> , Chapter 6: The Dynamic Design of the Organization	Organization design and structure, organization change, strategic leadership	Hewlett Packard (A), (B), (C), and (D)—available from author USA Today: Pursuing the Network Strategy (A) and (B) (402010 & 402011) Alibaba Group (710436) Proctor & Gamble: Organization 2005 (A) (707519)
Module 8: Strategic Leadership	<i>Beyond Competitive Advantage</i> , Chapter 7: Leading the Corporate Theory	The challenge of strategic leading, course summary	GE's Two Decade Transformation (798037)

For further information and additional teaching resources, visit the "For Business Educators" section of www.toddzenger.com.