BBUS 470 Autumn 2014 Schedule of readings and assignments
Version 1 • Sept 24, 2014

Updates to schedule will be on http://faculty.washington.edu/laverty/470/

Readings should be completed by the date indicated. Source of materials noted:

Text: Barney & Hesterly (2012) Strategic management and competitive advantage:
ERes: direct link to UWB library reserve readings for this course:
Case: direct link to cases for this course from HBSP; purchase all 7 cases at
       https://cb.hbsp.harvard.edu/cbmp/access/30714029
Library: obtain from UW Library research databases (e.g., Business Source
         Complete)

NOTE: The schedule is subject to change if UW Bothell classes are cancelled because of
weather or other reasons. If any cancellations occur, I will adjust the due dates for
assigned readings accordingly but will do my best to maintain the announced dates for
the quiz, assignments, and exams as the highest priority.
MODULE 1: SEMINAL IDEAS, STRATEGY, AND THE BUSINESS ENVIRONMENT

WEEK 1
Wednesday September 24
Topics:
  - Course introduction, purpose, and overview
  - Perspectives: the seminar, seminal ideas, and “the great question”
  - Academic integrity, plagiarism, and being in a research university

Assigned reading:
  - BBUS 470 syllabus (The syllabus is an assigned reading and you are expected to study it, just as you are expected to study any other assigned reading)
  - Academic integrity material including links (link available via course web page) http://faculty.washington.edu/laverty/academic_integrity_010614.html

WEEK 2
Monday September 29
Individual assignment due: What have you learned from prior classes that helps you answer “the great question”: why are some firms more successful than others?
Topic: Perspectives on success—different levels of analysis (readings on ERes and web)

Wednesday October 1
Topic: Strategy, competitive advantage, and strategic thinking
Text: Chapter 1, pp. 2-27
Case: Timex Corp.
(For discussion: What changes in the environment were affecting the watch industry at the time of the Timex case?)

WEEK 3
Monday October 6
Case: Wal-Mart Stores’ Discount Operations
Individual assignment due: Financial analysis and comparison with industry

Wednesday October 8
Topic: Industry level of analysis—industry structure and the Five Forces model
Text: Chapter 2, pp. 28-63
WEEK 4
Monday October 13
Topic: The resource-based view
Text: Chapter 3, pp. 64-99

Wednesday October 15
QUIZ (covers material to date)
Topic: Cost leadership strategies
Text: Chapter 4, pp. 102-129

WEEK 5
Monday October 20
Topic: Differentiation strategies
Text: Chapter 5, pp. 130-160
MODULE 3: CORPORATE STRATEGY AND ORGANIZATION

Wednesday October 22
Topic: Vertical integration and “why do firms exist?”
Text: Chapter 6, pp. 162-187

WEEK 6
Monday October 27
Topic: Corporate diversification (part 1)
Text: Chapter 7, pp. 188-219
Harvard Business Review.

Wednesday October 29
Topic: Organization: Diversification (part 2), alliances, and M&A
Text: Chapter 8, pp. 220-247
Text: Chapter 9, pp. 248-275
Text: Chapter 10, pp. 276-305

WEEK 7
Monday November 3
Topic: International/global/transnational strategies
Text: Chapter 11, pp. 306-341

Wednesday November 5
EXAMINATION 1 (covers all material to date)
MODULE 4: STRATEGY IMPLEMENTATION

- **WEEK 8**
  Monday November 10
  Topic: Theory and strategy

  Wednesday November 12
  Topic: The creation of a new industry
  Case: EMI and the CT Scanner

- **WEEK 9**
  Monday November 17
  Topic: Strategy for “late movers”
  Case: Matching Dell

  Wednesday November 19
  Topic: Strategy and organization in the international firm
  Case: United Cereal: Lora Brill’s Eurobrand Challenge

- **WEEK 10**
  Monday November 24
  **Group assignment** (details to be provided; assignment will be due on Tues Nov 25)

  Wednesday November 26
  NO CLASS - Assignment TBA

- **WEEK 10**
  Monday December 1
  Case: BRL Hardy: Globalizing an Australian Wine Company
  (For discussion: Group assignment)

  Wednesday December 3
  **EXAMINATION 2** (covers material since Examination 1)

  Finals week
  Monday December 8 and Wednesday December 10
  There is no final exam and **at this time** I do not plan to have class meetings during finals week. However, class meetings MAY take place on one or both of these days if we need to make up class time due to university closure(s).