I am not here to teach, I am here to help you learn. Are you here to learn?

I will do everything in my power to help you learn, and to encourage you to learn even more. It is my goal not only to encourage you to learn the material in this course, but to encourage you to actually apply it in what you do with your life, and encourage you toward learning for the rest of your life. Fundamentally, however, you will either choose to learn or choose not to learn. In this spirit, the critical things that I hope we can work on together include:

- Understanding why some organizations consistently outperform others.
- Perfecting approaches to case analysis and insightful synthesis.
- Learning to use tools and concepts that enable the achievement of objective two.
- Comprehensive thought around the functional, competitive, technical, global, and corporate components of potentially successful strategy.
- Apply these ideas and consider important factors in new ventures.

This class operates on the “law of the harvest.” To further your education (and to do well in this class) you must work consistently throughout the semester. Stephen R. Covey (Principle-Centered Leadership, p. 17) describes the situation: “In school many of us procrastinate and then successfully cram for tests. But does this cramming work on a farm? Can you go two weeks without milking the cow and then get out there and milk like crazy? Can you ‘forget’ to plant in the spring or goof off all summer and then hit the ground real hard in the fall to bring in the harvest? We might laugh at such ludicrous approaches in agriculture, but then in an academic environment we might cram to get the grades and degrees we need to get the jobs we want, even if we fail to get a good general education.”

One more thing: read. Reading is THE #1 way to learn. Do more of it. If you dedicate yourself to read every assignment for every class this semester, your learning will be incredible.
TOPICS:
What is involved in creativity? How do corporations influence it?
Critical Concepts: Implico-spheres Main Streams Creativity

What makes ideas opportunities? What makes a great opportunity? Effectual principles
Critical Concepts: Scale. It’s not really the mousetrap.
Feasible/Reachable/Valuable/Scalable/Durable/Saleable

What is the role of prediction in Strategy? What makes up a “strategy”?
Critical Concepts: Non predictive control. 5 components of strategy. Inter-dependency.

The future isn’t so unpredictable, I want to predict well, how? How can I more effectively out-position my competitors and suppliers?

Does industry matter more than firm? What specifically does industry effect?

Competition abounds, how can I crush them all? What fights should I pick?
Critical Concepts: Capabilities vs. Resources. Barriers to entry.

This isn’t the fight I picked, how can I win? Why back “big oil” in alternative fuels?

What are the factors of successful culture? If business changes quickly, but culture doesn’t, then do it want it?

Who’s watching the hen house? What mechanisms insure effective leadership in corporations?

How do I drive top line growth? A strong top line makes up for a lot of sins.
Strategy and the demand side of life.
Early adopters vs. Lead customers. Value Proposition Reframing. Pre-Commitments.

When should our company operate internationally? What are the critical success factors?

Finance is great, but is business really numbers? What’s the meat behind the rhetoric of numbers?