



COURSE SYLLABUS FOR SENIOR MANAGEMENT DEVELOPMENT PROGRAM
FROM JULY 26- 31, 2010

Monday, July 26

India: Democracy and Development

9-709-032

India: The Road to Inclusive Growth

9-710-046

India has experienced accelerated economic growth since adopting an outward-oriented, market strategy. The services sector has largely driven GDP while manufacturing has expanded and foreign direct investment has become robust. Now, the country faces both internal and external challenges on the path to prosperity: a shift in political party dynamics, terrorist attacks, rising infrastructure and energy demands, and a global financial crisis. How can the nation's leaders implement economic reforms to ensure continued development?

Assignment Questions:

1. How did India achieve higher growth rates after 1980, and particularly after 2000?
2. Has India's political system helped or hindered the growth process?
3. Can India achieve the twin goals of double-digit GDP growth and inclusive development?

China and the WTO: What Price Membership

9-707-032

China: Getting Richer Still

9-710-050

China has been a member of the WTO for more than five years. Its implementation of requirements has been a mixed bag. While China's growth is still spectacular, many institutional problems remain. And there is one new problem – a spectacular trade asymmetry with the United States.

Assignment Questions:

1. If you had been advising the Chinese government, would you have recommended joining the WTO? Why? Why not? Did China get a good deal?
2. If you were advising the U.S. government, would you have recommended voting for or against China's accession to the WTO?
3. As of 2010, would you invest in China: why or why not?

Background Reading: China: To Get Rich is Glorious

9-707-022

The case describes the challenges facing the new CEO of this unique ice cream company at a point when performance is deteriorating. Participants are asked to diagnose the problems causing the decline in performance and articulate their action plan and strategy for the company. The session heightens participants' ability to analyse the strategic issues facing companies, and introduces both a definition of the components of an effective business unit strategy and the tests for evaluating such strategies.

Assignment Questions:

1. What has been Ben & Jerry's Strategy?
2. What challenges does the company now face?
3. What should Bob Holland do?

Tuesday, July 27

Southwest Airlines

Southwest Airlines examines the strategy of the most successful US domestic airline since deregulation of the industry. Discussion covers the nature of competition in the airline industry, Southwest's strategy, and the possible responses of the major airlines to the emergence of this low cost carrier.

Assignment: Captain Marvel article

Assignment Questions:

1. How attractive is the U.S. domestic airline strategy?
2. What has been Southwest Airlines' Strategy?
3. How should a competitor react when Southwest enters one of their routes?
4. What can go wrong at Southwest Airlines? What can the company do to prevent that occurrence from happening?

Edward Jones in 2006: Confronting Success

9-707-497

In this session, we analyze the strategy of a company, its requirements, the implications for aligning sales resources, and the market forces that may force the firm to change its strategy.

Assignment Questions:

1. Why has Edward Jones been so successful for the past thirty-five years?
2. Should Jim Weddle consider changing Edward Jones' strategy in 2007? Why? Why not?
3. What specific changes, if any, would you recommend Edward Jones make?

Russia: Revolution and Reform
The State

9-710-030
9-701-077

The collapse of central authority in the Soviet Union in 1991 ushered a period of revolutionary transformations for the states that emerged in its wake. The leaders of Russia, the USSR's successor, since then have struggled to reestablish central authority at the same time trying to keep the country from further disintegration, establish a democratic polity, and institute market economy. The case contrasts different approaches adopted by Presidents Boris Yeltsin and Vladimir Putin and concludes with a vision outlined by Russia's third post-Soviet president, Dmitry Medvedev. The case focuses on problems of state authority; fiscal capacity; institutionalization of political parties; relations between the federal center and provincial governments; relations between the state and big business; economic policy; and models of economic development.

Assignment Questions:

1. Compare the crises of 1998 and 2008. How were they similar? How were they different?
2. Is Russia in 2010 still vulnerable to political and economic instability?

Wednesday, July 28

Mexico: Crisis and Competitiveness

9-710-058

In 2010, the bicentennial anniversary of Mexico's revolution against Spain, President Felipe Calderon hoped he could orchestrate several crucial reforms that Mexico needed. Mexico had not grown much over the course of the last decade, losing competitiveness to China and other Asian countries. Several of its institutions, including labor, education, healthcare, energy and antitrust seemed uncompetitive. But with a weaker peso and greater governmental attention to infrastructure, Calderon hoped that Mexico's higher-tech exports could recapture US market share and make headway in Europe and Latin America.

Assignment Questions:

1. Why has Mexico grown so slowly in the past decade?
2. Does it benefit or suffer from its propinquity to the USA?
3. What will it take for Mexico to be competitive with China?
4. Would you invest there?

Saudi Arabia: Modern Reform, Enduring Stability

9-709-042

Dubai: Global Economy

9-709-043

This pair of cases provides an opportunity to discuss Saudi Arabia's efforts to modernize, without really Westernizing, in sharp contrast to Dubai, a nearby Arab Emirate. As Saudi Arabia's development strategy unfolds in the past six years, it is contrasted to social and political pressures within the country, volatility in global oil markets and severe political problems in the Middle East.

Assignment Questions:

1. What do you make of King Abdullah's development strategy? Is Saudi Arabia still a rentier state?
2. Can Saudi Arabia modernize, without Westernizing?
3. Dubai has chosen to modernize and globalize; is this strategy more sustainable, today?
4. What is Saudi Arabia's role in the Middle East? What do Saudis think about the United States?

Lecture: What is Strategy?

This lecture builds on the earlier discussions to describe the key elements of any strategy – the definition of the firm’s objective, scope, and competitive advantage – and lays out frameworks for developing an effective strategy by understanding industry analysis, competitive advantage, and competitor interaction.

Thursday, July 29

Lamoiyan Corporation (abridged version)

9-705-461

Since Ceilio Pedro, CEO of Lamoiyan Corporation opened the doors to the corporation in 1988, his toothpaste had captured, at its peak, 20% market share from entrenched multinationals and had become the number three toothpaste producer in the Philippines. In 2003, however, with changes in the competitive environment and trade liberalization just around the corner, Pedro knew he would have to stay creative to stay alive.

Assignment Questions:

1. Is Lamoiyan's success attributable to good strategy by Lamoiyan or bad strategy by Colgate and Unilever? What aspects of Cecilio Pedro's strategy were most important in allowing Lamoiyan to survive and thrive?
2. Why didn't Colgate and Unilever crush Lamoiyan earlier?
3. Suppose Colgate decided to price Lamoiyan out of the market and recapture Lamoiyan's market share. What price per liter would Colgate need to charge to "kill" Hapee? How would your calculations change if Hapee had only captured 5% market share? 20% market share?
4. How do you evaluate each of the avenues of growth that Pedro is pursuing (increased market penetration, expanding product offerings, and international expansion)? Which option shows the most promise? Which option most concerns you?

Revitalizing Dell

9-710-442

This case examines how the previously enormously successful personal computer company tries to revive its fortunes when faced with competitive and market pressures. The return of the founder sees Dell attempting to renew its competitive advantages even as the industry suffers in the recession.

Assignment Questions:

1. Precisely why was Dell able to outperform its rivals in the PC industry--IBM, Compaq, and HP--from the early 1990s until the mid-2000s? What is your assessment of rivals' responses to Dell's success during this period?
2. What accounts for HP's resurgence and Dell's struggles since the mid-2000s?
3. In 2009, does Michael Dell have his company on the path to strategic renewal? If you believe he does not, what would you recommend that he do?

This case describes Italy's main macroeconomic problems: low productivity growth, stagnant GDP growth and high public debt. As of early 2007, the country's global competitiveness has plummeted and its debt remains well above the level allowed by the EU's Maastricht treaty. Historical and structural reasons for the current situation are explored, and Italy's possible strategies are discussed in the context of the country's challenging political climate.

Assignment Questions:

1. The Economist has called Italy a "sick" country. Do you agree it is sick? Should Italians be worried?
2. In 2005, the Northern League initiated a referendum to have Italy withdraw from the European Monetary Union. To what extent has membership in the EMU helped or hurt Italy?
3. How can Prodi's coalition deal with the pressures of the global economy?

Friday, July 30

Japan: Deficits, Demography, Demography & Deflation

9-706-004

By 2005, Japan's debt had risen to 163% of GDP. For more than a decade, the government had run huge deficits, trying unsuccessfully to stimulate economic growth. Interest rates, meanwhile, had been zero for years. But with slow growth and banks in crisis, nothing had worked very well until some recovery in 2004. Now, the government is trying to repair its fiscal damage in the face of continuing slow growth and huge pension and health care obligations to a population that is aging fast. Hezuo Takenaka, the minister for economy and postal privatization, faces an imposing agenda--to restart the economy while lowering the deficits and reforming social security.

Assignment Questions:

1. How did Japan perform between 1971 and 1991? Why?
2. What's your evaluation of Koizumi's planned reforms, in view of recent performance?
3. Do you think Japan's plans to solve pension and medical obligations will work?
4. What sort of performance do you anticipate in the next few years? Do you think the yen will strengthen or weaken?

BRL Hardy: Globalizing an Australian Wine Company

9-300-018

This case examines the tension between a country manager and the global headquarters of a major international wine company over new product introductions and brand marketing. Discussion covers both the strategic issues that confront firms when they compete across national boundaries, and the organizational and management challenges they face in coordinating their international activities.

Assignment Questions:

1. How do you account for BRL Hardy's remarkable post-merger success?
2. What is the source of the tension between Stephen Davies and Christopher Carson? How effectively has Steve Millar handled their differences?
3. Should Millar approve Carson's proposal to launch D'istinto? Why/why not?
4. What recommendation would you make to the organization concerning the conflicting proposals for Kelly's Revenge and Banrock Station? What would you decide to do as Carson? As Millar?

Lecture: International Strategy

The lecture will pull together our understanding of how to compete in today's increasingly global world. What are successful strategies for firm's to pursue in their international activities, and which are most relevant for companies in South East Asia?

Saturday, July 31

U.S. Current Account

9-706-002

In 2006, the US current account deficit would exceed \$800 billion dollars. The United States was consuming great quantities of foreign goods, without selling enough of its own goods and services to pay for them. Thus, this huge obligation once again would need to be funded by foreigners – by surpluses in Asia, the Middle East, and Russia. Could this global asymmetry be sustained, indefinitely? And if not, what were the alternatives?

Assignment Questions:

1. Why does the United States have a large current account deficit?
2. Is the US current account deficit in 2010 sustainable?
3. What, if anything, should the United States do to reduce its current account deficit?

Malaysia: People First?

9-710-033

In March 2010, Prime Minister Najib Razak announced a New Economic Model (NEM) for Malaysia. He was trying to yank Malaysia out of its Financial Crisis slowdown and prevent it from being “stuck in the middle.” Malaysia, due to its own actions, had weathered the Asian Crisis well, but thereafter, investment collapsed. This case explores the reasons for this investment-slowdown.

Assignment Questions:

1. What do we learn from Malaysia’s experience with the Asian Crisis?
2. Why has investment collapsed?
3. What are Malaysia’s strengths and weaknesses?
4. Is the NEM what is needed?

Lecture: How Countries Compete

The lecture will pull together our understanding of how to compete in today’s increasingly global world. What are successful strategies for firm’s to pursue in their international activities, and which are most relevant for companies in South East Asia?