



The Hebrew University of Jerusalem

Syllabus

Strategy Execution - 55684

Last update 21-09-2016

HU Credits: 2

Degree/Cycle: 2nd degree (Master)

Responsible Department: business administration

Academic year: 0

Semester: 1st Semester

Teaching Languages: English

Campus: Mt. ScopusMt. Scopus

Course/Module Coordinator: Prof DANIEL SIMONOVICH

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Coordinator Office Hours:

Teaching Staff:

Prof DANIEL SIMONOVICH

Course/Module description:

Surveys witness that two thirds of business and corporate strategies fail not due to poor strategy but poor implementation of strategy. This course will help you understand what goes wrong in strategy execution and how to significantly improve the odds success. INSEAD's strategy

execution framework that has been applied successfully by many executives over the last few

years. This framework systematically addresses the following questions:

- Do you have a viable strategy?
- Do you have a comprehensive plan?
- Do you know the hidden barriers?
- Do you know how to overcome the barriers?
- Do you have the critical skills?
- Do you have a continuous learning system?

The course is analytically rigorous, tool-intensive and focuses on both hard and soft factors.

On the "hard" side, we will study the more "technical" aspects of strategy execution, including the

strategy maps as a tool for negotiating and tracking goals in execution. We will also take a look at

the programme management office (PMO), a professional practice for handling and driving a

portfolio of execution initiatives.

On the "softer" side we discuss how leaders can deal with power and build networks in order to

overcome execution barriers. We will address what leaders can do when confronted with the

difficult task of cultural change in order to push strategy execution over the finishing line. In

particular, we will explore the recent concept of building "emotional capital".

A senior guest speaker from the Boston Consulting Group (BCG) will provide further insights into

executional certainty.

Course/Module aims:

Learning outcomes - On successful completion of this module, students should be able to:

become well equipped for implementing new strategies, especially in general management, consulting or corporate development.

Attendance requirements(%):

100

Teaching arrangement and method of instruction:

Course/Module Content:

Session 1 Introduction

Reading: "Turning Great Strategy into Great Performance", Mankins, M.C.; Steele, R., Harvard Business Review, July-August 2005.

Case: IKEA: A Furniture Dealer, INSEAD © 2001, 311-217-1

Case preparation:

- 1. What has been the strategy of IKEA?*
- 2. How would you describe (or anticipate) reinforcers at IKEA in support of its strategy, such as: processes, technology, organisation, culture and performance measures?*

Session 2 Do you have a viable strategy?

Mini-Case: Galaxy Communications, (will be distributed in prior class)

Case preparation:

- 1. What are the problems here?*
- 2. What should be done (think of as many things as you can)?*

Session 3 Do you have a comprehensive plan? (Part I – Project Management)

Reading: "The Hard Side of Change Management", Sirkin, H.L.; Keenan, P.; Jackson, A., Harvard Business Review, October 2005

Case: The AtekPC Project Management Office, HBS © 2007, 9-308-049

Case preparation:

- 1. What is the purpose of a PMO (lightweight versus heavyweight)?*
- 2. What are the main challenges and obstacles in implementing a PMO?*
- 3. Who at Atek PC has what vision about the PMO?*

Session 4 Do you have a comprehensive plan? (Part II – Performance Control)

Reading: "Mastering the Management System", Kaplan, R.S.; Norton, D.P., Harvard Business Review, January 2008

Case: Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard, HBS © 2010, 9-111-049

Case preparation:

- 1. What challenges does Thomas Schmall face upon becoming CEO?*
- 2. Describe Volkswagen Brazil's new strategy.*
- 3. How does the strategy map (Exhibit 4) and balanced scorecard (Exhibit 5) help Schmall and Senn execute the new strategy? What are the*

strengths and weaknesses of the scorecard and its implementation?

Session 5 Do you know the hidden barriers?

Reading: Buy-in, Darden, University of Virginia © 2007, UV0758

Case: Flying into a Storm: British Airways (1996), INSEAD © 2002, 302-016

Case preparation:

1. What did Bob Ayling do well as the CEO of British Airways? What did he do less well?
2. What are the key aspects of Ayling's leadership style?
3. What do you make of the 1997 cabin strike?
4. How did Ayling's various actions shape employees' interpretations, their emotions and resulting attitudes and behaviours? How did these events influence business results?

Session 6 Do you know how to overcome the barriers?

Reading: "Why Strategy Execution Unravels – and What to Do About It", Sull, D.; Homkes, R.; Sull, C., Harvard Business Review, March 2015

Case: Nissan's U-Turn: 1999-2001, Condensed Version of Redesigning Nissan (A) & (B), INSEAD © 2007, 303-046-1

Case preparation:

1. What are the strategic challenges facing Carlos Ghosn in 1999?
2. Analyse Ghosn's leadership approach in executing his programme.
3. Why did Nissan's employees implement Ghosn's plan when they had failed to follow-through on previous efforts?

Session 7 Guest speaker from the Boston Consulting Group (BCG)

Preparation: Watch on YouTube the following 7-8 minute videos prior to class

1. McKinsey on Change Management
2. Enabling Successful Change Management (by BCG)

Session 8 Do you have the critical skills?

Case: Richard Murphy and the Biscuit Company (A), London Business School © 2008, 408-083-1

Case preparation:

1. What was Murphy's predicament at Biscuit & Co?
2. What should be his strategy for organisational change?
3. How would you evaluate Murphy's efforts? What qualities are most critical to becoming a successful change agent?

Required Reading:

See course content.

Additional Reading Material:

Course/Module evaluation:

End of year written/oral examination 0 %

Presentation 0 %
Participation in Tutorials 30 %
Project work 40 %
Assignments 30 %
Reports 0 %
Research project 0 %
Quizzes 0 %
Other 0 %

Additional information:

Grading

Class participation: 30%
Group mini-assignments: 30%
Application paper: 40%

Class Participation

The participation grade will be based on professional behaviour, good listening, frequent participation and quality of comments. Open laptops physically “hide” from participation and are hence discouraged. Advance preparation of cases is absolutely expected and “cold calls” are fair game to ensure wider participation. “Warm calls” may be used as well: telling students at the start of class or prior to class that contributions are expected. Please display your name cards in class. Arrival after start of class can lead to a penalised participation grade.

Attendance Policy

In case of any unavoidable absence, please send an email in advance to inform the instructor. Missing up to two single sessions is acceptable only if you submit a make-up assignment for each missed class. Missing more than two sessions will mean that no credit for the course is possible even with make-up assignments.

Group Mini-Assignments

Students need to form groups of 3-5 students for the mini-assignments. For each of the

four sessions 3 to 6, each group will submit specific PPT-slides, each with an applied framework/concept and a persuasive action title at the top (a full English sentence at the top summarising the content in no more than two lines). Further information about which frameworks/concepts to use will be given in class. Each of these four mini-assignment is to be handed in by email before the start of class.

Final assignment in pairs or individually – The Richard Murphy case

Students are required to turn in a short paper individually (4-6 pages excluding charts) or in pairs (8-10 pages excluding charts) that demonstrates their ability to master the end-to-end logic of strategy execution. The case to be analysed here is the one, which we will discuss in the last session: Richard Murphy and the Biscuit Company (A). The paper due date is before the last class on Tuesday 23rd. No delay is possible. Please use 12pt font, 1-inch margins and 1.5 spacing.