TENTATIVE AS DATES AND COMPANIES ARE BEING CONFIRMED!

Strategy Formulation in the Field
NYC Immersion Seminar

Spring 2019 B
Friday, 10:00am - 3:00pm
April 5, April 12, April 26, May 3, 2019
Uris Hall XXX

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Office: Uris 713
Office hours: by appointment only

TA: XXX

Important: This course requires additional time commitment compared to a typical NY Immersion Seminar because students need to write a mini case about the company (and prepare the company visits more thoroughly because of the case writing). It also requires two extra meeting with the instructor, one before and one after the company visit. I expect the extra commitment to be at least a full day. (think about it as a more extensive Samsung mid-term exam in which you actually create the exhibits and the story).

COURSE OVERVIEW

This class brings the Strategy Formulation core class to the field. We will visit companies that either got discussed as a case in Strategy Formulation (e.g. Brooklyn Brewery) or are heavily related to it (jet.com related to the online discussion in Walmart). The class allows to bridge the gap between theory and practice even more than a case discussion. Every class will cover one of those case studies and one strategic concept discussed in class and think about the practical implications.

The class should also create a feedback loop to the core class in that the insights from the company visits should inform future strategy formulation classes. In order to formalize this feedback loop, groups of students will develop mini case studies for each of the companies. Those case studies should inform future class discussions. Writing a case study are mini consulting projects and require deep knowledge of the industry, company and conceptual framework of strategy formulation.
COURSE ORGANIZATION

This course is one of a series of New York City Immersion Seminars. The course, like all other Immersion Courses, takes place over four Fridays.

All sessions will be held at the Columbia campus from roughly 10am to 11:30am and will be followed by a site visit from 12:30pm to 3:00pm. The classes will be a mixture of case discussion, lectures and appearances by guest speakers.

Students will be divided into groups. Those groups will write a mini case study on a decision of one of the companies. Ideally the case study will make it in one form or the other back into the core.

Readings will be provided on Canvas. Students are expected to research the companies that we will visit prior to each visit and bring questions to class to ask management.

CONNECTION TO THE CORE

The learning in this course will utilize, build on, and extend concepts covered in the following core courses:

<table>
<thead>
<tr>
<th>Core Course</th>
<th>Connection with Core</th>
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<tbody>
<tr>
<td>Strategy Formulation</td>
<td>1. Competitive Advantage</td>
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<td></td>
<td>2. Competitive Dynamics</td>
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<td>3. Corporate Scope</td>
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The class is directly linked to the Strategy Formulation class and students will be expected to have mastered these concepts covered in Strategy Formulation, having re-read the respective cases, and be able to discuss further issues.

ASSIGNMENTS AND GRADING

Requirements for the course are: prepare for, attend class and participate in discussions in class and at company visits (40%), case writeup (60%).

*Details about case discussion writeup:* Groups of five students write a mini case about one of the four companies that we visit. The cases are supposed to be used as either B cases or as replacements of current cases in the Strategy Formulation core class. The decision in the case are defined before the class. The class day and field visit will be used to get first-hand ‘evidence’ and interviews with decision makers about the decision at hand.
Process for preparing field visit and mini case writing:
1. [Pre-visit]
   - Read: “How to write a business school case”. Especially talk about properly documenting sourcing of evidence
   - Discuss with instructor [Meeting No. 1] the strategic decision of firm (and structure of case), what information decision makers needs and interview questions with decision maker.
2. [Morning of field trip] Discussion with class and expert on topic how to think about decision making.
3. [Field visit] ‘Collect’ data and get interviews, statements from company
4. [After visit]
   - Discuss final outline of case and potential exhibits with instructor [Meeting No. 2]
   - Write case including exhibits

Deliverables (due on TBD):
1. Case
2. 2-page teaching plan that discusses the conceptual points about the case.

Evaluation:
- Clarity of strategic decision.
- Storyline.
- Importance of exhibits and ‘evidence’.

This course adheres to Columbia core culture. Students are expected to be:

Present:
- On time and present for every session
- Attendance tracked

Prepared:
- Complete pre-work needed, expect cold calling
- Bring nameplates and clickers

Participating:
- Constructive participation expected and part of grade
- No electronic devices unless explicitly called for by the instructor

METHOD OF EVALUATION

Class preparation, Attendance and Participation 40%
Case 60%
*This course will run over the following four Fridays: April 5, April 12, April 26, and May 3, 2019.

READINGS

- “How to write a business school case study” WDI Publishing, 2013
- Re-read Strategy Notes (on Competitive Advantage, Competitive Dynamics, and Corporate Scope)
- For each session, there will be two types of readings:
  1. Required reading: per session, there will be one or two reading material required for all.
  2. Required for group and optional for rest: there will be additional reading which will be required for the group that covers that particular company. It is optional for the rest.
## COURSE OUTLINE (FIRMS TO BE CONFIRMED)

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<th>Topic</th>
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<td>Global Expansion</td>
<td>Brooklyn Brewery</td>
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<td>Session 2</td>
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<td>Session 3</td>
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<td>Corporate Culture and Strategy</td>
<td>jet.com</td>
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<td>Session 4</td>
<td>May 3</td>
<td>Competing across products</td>
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