

Lecturer: Dr. K. Nichols
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Office hours: By appt only
Course: 10-week session/ Tuesday 12:10pm – 3pm / course will be facilitated via zoom

Due to recently implemented precautionary measures concerning the Coronavirus, this course offering will transition to more of a traditional offering, facilitated via Zoom. Assignments will include significant reading to inform class discussions and presentations. The course will culminate with a final project and presentation to highlight practical application.

Course Description

The course has a large focus on practical implication / application. We will spend a great deal of time exploring both theoretical and practical concepts of strategic implementation, and how they inform each other. We will engage in an active learning process that takes into consideration context, (of the learning environment as well as the organizations we explore), as well as the individual learner; as we all have unique backgrounds and experiences. An active learning environment is a rich learning environment, and it is only as robust as those who participate in it.

Strategic planning is an organization's process of defining its strategy and making decisions on how to allocate resources to pursue this strategy. Strategic planning may also extend to control mechanisms for guiding the implementation of the strategy. We will focus on decisions, actions, and conditions that facilitate the successful attainment of strategic goals. This course will focus on implementation as an important theoretical and practical concern of managers and leaders.

At times, strategic implementation is challenging and often misunderstood. There are large and small issues that exist within an organization. There are critical technical elements as well as conceptual and visionary concerns. Strategic implementation is an integration of long- and short-term decisions and actions. Strategic implementation is a consideration for a vast spectrum of issues that both managers and leaders care for in their roles.

Course Objectives:

1. Develop an understanding of strategic implementation in organizations
2. Understand how organizational context and managerial / leadership decisions are inter-dependent to successful implementation of strategy
3. Develop an understanding of implementation and impact
4. Develop an understanding of the significance of communication

Required Readings, Cases and Video

The text for the course is L.G. Hrebiniak, *Making Strategy Work: Leading Effective Execution and Change*, Wharton School Publishing, 2nd Edition.

Additional detail will be provided for cases and video content. Video's will be leveraged in conjunction with lecture during designated class time in the online format.

Class Contribution

Learning is not passive. A rich learning environment is created through a mutual exchange of ideas, experiences and learning. This class relies on informed engagement for learning; therefore, assignments must be completed, and participation is critical. Quality contributions involve active listening as well as critical thinking. You should be prepared to contribute to class throughout the term by surfacing issues that are relevant to the current focus of the class. You are expected to attend every class session prepared. You will demonstrate preparedness by integrating learned concepts over the term.

Quality Contributions Are:

1. Contributions that use logic, evidence and data to support conclusions – it is more than an expression of an opinion
2. Contributions that demonstrate curiosity
3. Contributions that take into consideration the ideas already surfaced and move the discourse along with new insights

Attendance

If you will be absent from class, please inform me before the start of class via email or text.

Assignments

All assignments should be completed prior to class and posted to the course portal. Late assignments are not accepted. I also do not accept assignments via email. **All assignments must be uploaded to the course portal.** Late means that the drop box is no longer accessible. There are occasionally technical issues with the course portal. Therefore, I encourage you to submit in a timely enough fashion to account for technical concerns. In the event an issue should occur with the portal or otherwise, please ensure that you communicate with me promptly so that we can discuss alternatives / options.

Grading

Assignments	Points
Project Paper	200
Project Presentation	150
Case Argument	75
Participation	25
Total possible pts	450

Project (Deliverable)

Purpose: the project will explore strategic implementation and practical implications for a specific business case of your choosing. You will exercise critical thinking, strategic analysis, and effective communication.

Overview:

The purpose of the project is to complete a strategic implementation audit. You will:

1. Identify an organization, (of your choice), that is experiencing a challenge with strategic implementation
 2. You will facilitate both primary and secondary research, inclusive of quantitative and qualitative analysis
 3. Engage key stakeholders within an organization
- Students will identify a real or current business case within an organization
 - You will explore the business model and some of the inherent tensions within the model, (quality, environmental impact, “doing well, while doing good”)
 - Become as intimate with the details of the business as possible
 - Assess performance challenges, (environmental challenges, absence of new products, customer dissatisfaction, slow growth, low profitability, supply chain concerns, etc.)
 - Diagnose / explain the issue and root cause of the issue by clearly stating the business case in focus
 - Discuss the current strategy and opportunities associated with execution
 - Develop an intervention to solve for the identified execution challenges – this must include “what” the organization should do, and “how” they should do it
 - You will demonstrate an understanding of context; industry, market, culture, etc.

The project will have several sections

1. Summary, (this is similar to an executive summary in terms of providing highlights to your paper)
2. Business case
 - a. Context, segment/ industry, functional unit, strategy
 - b. Thoroughly explicate the issue as you see it
3. Critical issue that serve as an impediment to strategic execution
4. Proposed intervention, (discuss strategy- is it appropriate? What is the plan for intervention? What will they do? How should they do it?)
5. Facilitate an assessment for change, (leverage M7)- are they ready for implementation? What must they do for execution?
 - a. Action plan
 - i. What mechanisms should be used for communication?
 - ii. Cultural considerations
 - iii. Leadership / governance considerations
 - iv. Resource allocation / consideration
 - v. Managing through control mechanisms
6. Conclusion

Format

APA format 6 format, 10-15 pages – double spaced. The page count does not include cover pages or appendix, (graphs, charts, etc.).

Final Presentation

The final presentation will reflect the contents of your final paper, (in terms of headers/ structures). The final presentation should:

1. Include 6-10 slides
2. Include both quantitative and qualitative detail
3. Demonstrate a cogent thought process in terms of forming a narrative that explains your journey with the organization from start to finish

You do not have to use power point for your final presentation. I encourage creativity in your presentation. Varying modalities are great, as well as including your audience, using props, videos, etc. to convey the work from your project. The presentation should be a total of 30 minutes. This includes Q&A.

Case Argument

Purpose: effective communication, strategic analysis, (about execution activity), creating a narrative, critical thinking

Each student will be assigned a case for analysis. All cases are focused on some aspect of strategic implementation. You will facilitate a presentation with an affirmative or divergent/ innovative perspective.

You will:

1. Provide case context
2. Analyze the problem and symptoms of the problem
3. Demonstrate understanding of business context
4. Analyze available data or insights
5. Make assumptions
6. Present proposed solutions or strategic recommendations – with action / execution plan
7. Discuss practical implication / application

Depending on the publication, framework questions may be provided to inform your thought process. All presentations should demonstrate that there is consideration for strategic alternatives. Presentations should avoid opinion-based rhetoric- but include the use of reference material, (publications, studies, subject matter experts, etc.) to substantiate recommendations and solutions presented. The aforementioned assists with substance and validation. Each presenter will have the opportunity to defend their presentation- as students will have the opportunity to poke holes in their proposed solutions. We will engage in a discussion as a class about each presentation and its effectiveness.

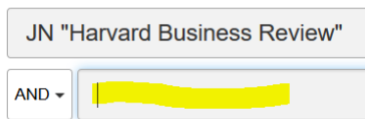
The purpose here is to facilitate comprehensive analysis, planning and consideration for execution- inclusive of communication for buy in and understanding.

Cases and Readings

There are some items that need to be purchased through a Harvard Business School Coursepack. Information about accessing these materials will be on Canvas and they will be denoted in the reading list as **[HBS]**

Linked items are available online or through the UC Davis library. If noted, some links will need to be accessed from on campus or by using the [library VPN](#).

Some item will need to be searched for directly. The item link takes you to the Harvard Business Review page of the library. Click on "Search within this publication" and then search for the listed item in the second field. You will search for something like "AN #####". The item to search for is listed with the reading



JN "Harvard Business Review"

AND ▾

A detailed class schedule with the readings and links starts on the next page.

Course Schedule

Date	List of Weekly Reading	In class activity
3/31	<ul style="list-style-type: none"> Leadership and the Psychology of Turnarounds [HBS] Leadership Is a Conversation [AN 75369465] [Needs VPN] Leading Change with the Strategy the Strategy Execution System [HBS] Strategic Leadership: The Essential Skills [AN 84424206] [Needs VPN] The Best Strategic Leaders – Balance Agility [HBS] The New Psychology Of Strategic Leadership [Needs VPN] Tipping Point Leadership [AN 9489097] [Needs VPN] Strategic leadership (Davies) [Needs VPN] Jack Welch; Two Decades [HBS] 	Introductions Syllabus and Project Review Q&A Lecture/ Discussion; Strategic Leadership
4/7	Topic in focus: Defining Strategy Execution <ul style="list-style-type: none"> Hrbiniak; chapters 1 and 2 (chapter 2 has the overarching framework of the course) 	Lecture / discussion Guest Lecturer
4/14	Topic in focus: Good Process is Key Part 1 / Strategic Communication <ul style="list-style-type: none"> A General Model of Problem Solving and a Model of Execution Bossidy and Charan 	Lecture / White Presentation
4/21	Topic in focus: The Strategic Process (GE and Jack Welch) <ul style="list-style-type: none"> Jack Welch, “Winning” (Excerpt). 2005 John Byrne. 1998. Business Week Article “How Jack Welch runs GE” (Bloomberg Article) [Needs VPN] The Congruence Framework (publication) Waterman Jr., R.H., Peters, T.J. & Phillips, J.R. 1980 Structure Is Not Organization [Needs VPN] 	Lecture / discussion White Presentation
4/28	Topic in Focus: Good Positioning Hrebiniak, Chapter 3	Lecture / discussion Guest Lecturer
5/5	Topic: Positioning, Strategizing – Defining the Fundamental Objective <ul style="list-style-type: none"> Drucker, P.F. 2006. What Executives Should Remember (HBR) [Needs VPN] Margolis, J. & Elfenbein, H. 2008. Social Responsibility: Do Well by Doing Good? Don’t Count on It. (HBR, p.19) [Needs VPN] 	Lecture/ discussion White Presentation
5/12	Topic in focus: Coordinating People / Strategy and Organizational Structures <ul style="list-style-type: none"> Hrebiniak, Chapter 4 Coordinating People Topic in focus: Information Sharing and Knowledge Transfer <ul style="list-style-type: none"> Hrebiniak, Chapter 5 	Lecture / Discussion
5/19	Topic in focus: Thinking About Performance <ul style="list-style-type: none"> Kaplan & Norton, Balanced Scorecard, p7-18, 24-32 [HBS] Grady, “Performance Measurement: Implementing Strategy” – Mgt Acct; Montvale 72.12 (June 1991(:49) [This is the full magazine, starts on Page 49] Hrebiniak, Chapter 6 Brown, Centralized Control or Decentralized Diversity: “A Guide for Matching Compensation with Company Strategy and Structure.” [Needs VPN] 	Lecture / Discussion Guest Lecturer
5/26	Topic in Focus: Communication, Vision, Storytelling <ul style="list-style-type: none"> Dennin, S. 2004. Telling Tales. (HBR) [AN 12933098] [Needs VPN] 	Lecture / Discussion

	Topic in Focus: Managing Change <ul style="list-style-type: none"> Hrebiniak, Chapter 7 Hrebiniak, Chapter 8 	
6/2	Final Presentations	

Date	Assignment	Case	Presenter
4/13; submit no later than 11:59 pm Week 3	White Presentation	Case 1	Presenter 1 Affirmative Approach Presenter 2 Divergent / Innovative direction
4/20; submit no later than 11:59 pm Week 4	White Presentation	Case 2	Presenter 3 Affirmative Approach Presenter 4 Divergent / Innovative direction
5/4; submit no later than 11:59 pm Week 6	White Presentation	Case 3	Presenter 5 Affirmative Approach Presenter 6 Divergent / Innovative direction
6/1; submit no later than 11:59 pm Week 10	Final Report / Presentation		All

Cases

Case 1 / Presenter 1 and 2

Case 2 / Presenter 3 and 4

Case 3 / Presenter 5 and 6