Creating and Implementing Strategy for Competitive Advantage  
March 14-18, 2016

Pre-Reading Assignment List

Each assignment below is listed in the order it will be discussed during the week. Additional reading may be provided. Please bring these readings with you to class. **Please complete all readings prior to your arrival at Wharton, as you will be asked to refer them in class.**

**MONDAY**

**Session Title: Creating and Sustaining Competitive Advantage – Professor Nicolaj Siggelkow**

**Case Discussion Questions:**
1) What is Progressive’s positioning?
2) What are the characteristics of Progressive’s customers?
3) How are Progressive’s activities tailored to its position?
4) How do the activities fit with one another?

**Session Title: Honda Case Discussion – Professor Nicolaj Siggelkow**

**Case Discussion Questions:**
1) What is the strategy that has allowed Honda to be so successful in the motorcycle industry and, in particular, in the United States?
2) How did Honda come to have this strategy and its associated choices?
TUESDAY

Session Title: Sources of Competitive Advantage – Professor Harbir Singh


Case Discussion Questions:
1) What factors made Carlos Ghosn hopeful that he could turn around Nissan? How did he differ from prior management? What are the implications for your companies?
2) How did Carlos overcome organizational inertia and cultural barriers in the attempted turnaround of Nissan? What elements from his prior training and experience helped? What are the implications for your companies?
3) What were some of the enablers and obstacles for Carlos as he took over at Nissan? Is this process replicable in other environments? What are the implications for your companies?


Session Title: Strategic Alliances: Partnering for Advantage – Professor Harbir Singh


Case Discussion Questions:
1) What were the drivers of the strategic alliance between Warner-Lambert and Pfizer to market Lipitor?
2) Why was the alliance so successful?
3) Did Pfizer’s acquisition offer for Warner-Lambert make strategic and financial sense?


WEDNESDAY

Session Title: The Strategic Management of Knowledge – Professor Martin Ihrig

Session Title: Issues in Implementing Strategy – Professor Larry Hrebiniak

**Case Discussion Questions:**
1) What are the critical planning and implementation issues raised in the case?
2) What would you do to confront the issues and solve the problems?

Session Title: Managing Acquisitions: Cisco Case Discussion – Professor Harbir Singh

Session Title: Leadership and Strategic Thinking – Professor Mike Useem

**Case Discussion Questions:**
1) What explains why Paul Mozer had submitted an improper bid for U.S. Treasury securities at the February 21, 1991?
2) If you were John Meriwether, what should you do now in June, 1991, after Salomon has still not reported Mozer’s improper bids to Federal Reserve, and what do you wish you had done earlier?
3) What actions should Salomon’s top management take at this point?


**Case Discussion Questions:**
1) What should Roy Vagelos say to a major investor who asks why Merck is considering the development of a drug that has little or no prospect of financial return?
2) Should Roy Vagelos take a decision on developing the drug to Merck’s board of directors?
3) What price should he set for the drug if it is successfully developed?
SUPPLEMENTAL READINGS

Recommended reading provided by Professor Martin Ihrig:


• Ihrig, Martin, “Convert Knowledge Into Profit.” Wharton@Work July 2013