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 the readings with you to insert into the binder materials you will receive upon your arrival. 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: Strategic Alliances: Partnering for Advantage – Professor Harbir Singh
• “Lipitor - At the Heart of Warner Lambert.” University of Michigan Business School (December 1999).

  **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?

TUESDAY

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?

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?


WEDNESDAY

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


Supplemental Reading

Recommended reading provided by 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?