

## Leadership and Organizational Change: Cases and applications (Three Credits)

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### Outline of Sessions

#### Session 1: The Role of the Business Model in Strategy

Date: Tuesday, April 11 (3 hours, from 9 to 12)

Read: **What is a business model?** (by Andrea Ovans, January 23, 2015, HBR.  
<https://hbr.org/2015/01/what-is-a-business-model>)

Case: **Ride-Hailing Start-Ups Compete in ‘Uber for Children’ Niche** (News clipping by Eilene Zimmerman, APRIL 15, 2016, International NY Times, p. 17)

#### Preparation Tasks:

1. *Please bring to this session two separate business model statements (50 words max, each), one describing HSD’s business model and the other the business model of the business within an organization you’ve worked for or one you know well.*
2. *As you prepare the case for discussion try to do the following:*
  - *Compare and contrast the business model for HopSkipDrive with what you know about Uber and similar companies.*
  - *Describe the value each creates.*

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#### Session 2: Integrating the use of Business strategy tools

Dates: Tuesday, April 11 (1 hour, from 12 to 13); Wednesday, April 12 (2 hours, from 9 to 11)

Review: Ghemawat book, Chapters 2-7

Case: **Apple Inc. 2015** (by D. B. Yoffie and E. Baldwin, 2015, HBS #9-715-456)

#### Preparation Questions (answer only questions 1, 2 and 3 for individual write-ups):

1. *Identify one computer maker in the personal computer industry that is responsible for the greatest amount of the value created in this industry, since its inception. Explain what this player did and how that created such value.*
  2. *Analyze the personal computer industry. Who has captured the bulk of the value created in this industry over the last 35 years? How would you explain this?*
  3. *Explain why Apple failed in the 1990s and was so successful in the 2000s. Include both industry and firm factors in your explanation.*
  4. *What specifically would you suggest Tim Cook do going forward? Why?*
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### Session 3: Managing Strategic Change

Date: Thursday, April 20 (2 hours, from 9 to 11)

Read: Grant book, chapter 8

Case: **Kodak and the Digital Revolution (A)** (by Giovanni Gavetti and Rebecca Henderson, 2005, HBS #HBS 9-705-448)

Preparation Questions (answer both questions for individual write-ups):

1. *How has digitalization changed the opportunities for value creation and value capture in the photography industry?*
  2. *How would you assess Fisher's attempt to transform Kodak? What, if anything, should Fisher have done differently?*
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### Session 4/5: Building and deploying capabilities – Understanding resource interdependence

Date: Friday, April 21 (double session – 6 hours, from 9 to 13 and from 15 to 17)

Read: Kim Warren, 2016. *The Dynamics of Strategy*. [www.sdl.re/dynamics-of-strategy-2016](http://www.sdl.re/dynamics-of-strategy-2016)

Case: **Airline start-up simulation** (browse simulation manual on Blackboard: [http://sdgamesonline.com/content/assets/pex/docs/People\\_Express\\_Manual.pdf](http://sdgamesonline.com/content/assets/pex/docs/People_Express_Manual.pdf))

Preparation Questions:\*

1. *How attractive is the market for an airline start-up?*
2. *What does it take to succeed in this industry?*
3. *What competitive threats might you face and how would you address them?*

\*The number, variety and novelty of airline business models seems to be growing and becoming more varied. To help you prepare these questions, examples of recent airline start-ups have been posted on Blackboard; but if you look, you will find many more and more interesting examples of start-ups and business models (in Europe, as well as in China and the US) – including subscription based services, some without planes, etc.. There is also a lot of material on the web from Boeing (and airline consultants) on how to plan and prepare to launch and run an airline.

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### Session 6: Strategic Innovation – What is it? Why is it so Difficult?

Date: Tuesday, May 2 (4 hours, from 9 to 13)

Case: **No case**

Preparation Questions:\*

4. *How would you define strategic innovation?*
  5. *What is it that you think makes it so difficult?*
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## Session 7: Blue Ocean Strategy

Date: Wednesday, May 3 (3 hours, from 9 to 12)

Read: W. Chan Kim & Renée Maugborgne, 2015. Chapter 2: **Analytical Tools and Frameworks**, In *Blue Ocean Strategy: How to create uncontested market space and make the competition irrelevant*. Boston; Harvard Business Review Press

Case: **Note on Symphony Orchestra Industry** (by P. Moran and Y. Zhang, 2016, CEIBS case, to be distributed before the class) TBD

### Preparation Questions:

1. *List the factors (that customers value) on which a Symphony Orchestra competes.*
  2. *How attractive is the symphony orchestra industry? Explain your answer with analysis, logic and data.*
  3. *What business model choices would you recommend to an incumbent player or prospective new entrant?*
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## Session 8: Managing Organizational Adaptation to Environmental Change

Date: Thursday, May 4 (3 hours, from 9 to 12)

Read: Constantinos C. Markides & Daniel Oyon, 2010. **What to do against disruptive business models** (When and how to play two games at once). Sloan Management Review SMR358-PDF-ENG

Case: **Oticon A/S** (by Bjørn Løvås, London Business School)

### Preparation Questions (answer only questions 3 and 4 for individual write-ups):

1. *What are the sources of Oticon's problems?*
  2. *What if any resources or capabilities does Oticon have to address these problems*
  3. *Explain how Oticon's strategy can account for both its success leading up to the time of the case and its troubles going forward.*
  4. *What strategy would you advise Lars Kolind to follow? Why?*
  5. *What kind of organization structure is appropriate for Oticon (Consider at least two alternatives)? Explain. Discuss the advantages / disadvantages of each alternative.*
  6. *What is Kolind trying to do with his reorganization initiatives? What are its advantages / disadvantages?*
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