

## **Chapter 1: Introduction on Strategy**

- <http://www.youtube.com/watch?v=ibrxIPOH84M>
  - Michael Porter on 'What is Strategy?'
- <http://www.druckerinstitute.com/ToolsForEffectiveness.aspx>
  - Effectiveness
- [http://money.cnn.com/2010/04/22/news/companies/xerox\\_ursula\\_burns.fortune/index.htm](http://money.cnn.com/2010/04/22/news/companies/xerox_ursula_burns.fortune/index.htm)
  - CNN-link to interesting article about Ursula Burns, CEO of Xerox
- [www.Disney.com](http://www.Disney.com)

## **Chapter 2: Strategic thinking**

- [http://money.cnn.com/video/smallbusiness/2010/04/16/sbiz\\_smgl\\_appfrica.cnnmoney/](http://money.cnn.com/video/smallbusiness/2010/04/16/sbiz_smgl_appfrica.cnnmoney/)
  - Start ups in Uganda
- [http://www.ted.com/talks/lang/eng/dan\\_ariely\\_asks\\_are\\_we\\_in\\_control\\_of\\_our\\_own\\_decisions.html](http://www.ted.com/talks/lang/eng/dan_ariely_asks_are_we_in_control_of_our_own_decisions.html)
  - Behavioral economist Dan Ariely, the author of Predictably Irrational, uses classic visual illusions and his own counterintuitive (and sometimes shocking) research findings to show how we're not as rational as we think when we make decisions.
- [http://www.mckinseyquarterly.com/Strategy/Strategic Thinking/The\\_case\\_for\\_behavioral\\_strategy\\_2551?gp=1](http://www.mckinseyquarterly.com/Strategy/Strategic Thinking/The_case_for_behavioral_strategy_2551?gp=1)
  - The case for behavioral strategy - Left unchecked, subconscious biases will undermine strategic decision making. Here's how to counter them and improve corporate performance
- [www.Exact.com](http://www.Exact.com)
- [www.BerkshireHathaway.com](http://www.BerkshireHathaway.com)
- <http://www.google.com/intl/en/about.html>

## **Chapter 3: Strategic formation**

- [http://www.mckinseyquarterly.com/Strategy/Setting\\_strategy\\_in\\_the\\_new\\_era\\_A\\_conversation\\_2382](http://www.mckinseyquarterly.com/Strategy/Setting_strategy_in_the_new_era_A_conversation_2382)
  - In this final installment of a three-part series, Professor Richard Rumelt and McKinsey's Lowell Bryan reflect on the strategic opportunities emerging as value shifts within and between economic sectors.
- [http://www.youtube.com/watch?v=H0\\_yKBitO8M](http://www.youtube.com/watch?v=H0_yKBitO8M)
  - This video shows how iterative approach is superior to planning when it comes to creative work. As a side story, it gives a funny point about business students.
- [www.Sanoma.com](http://www.Sanoma.com)
- [www.Samsung.com](http://www.Samsung.com)
- [www.Yoshinoya.com](http://www.Yoshinoya.com)

## **Chapter 4: Strategic change**

- <http://www.forbes.com/2010/02/08/toyota-japan-failure-leadership-managing-rein.html?partner=relatedstoriesbox>
  - Forbes article on Toyota crisis
- [http://www.economist.com/specialreports/displaystory.cfm?story\\_id=15980787](http://www.economist.com/specialreports/displaystory.cfm?story_id=15980787)
  - Article on Television
- [http://www.economist.com/business-finance/displaystory.cfm?story\\_id=15954424](http://www.economist.com/business-finance/displaystory.cfm?story_id=15954424)
  - Article on French media firm
- [http://www.youtube.com/watch?v=FWSxSQsspiQ&feature=player\\_embedded](http://www.youtube.com/watch?v=FWSxSQsspiQ&feature=player_embedded)
  - Funny experiment proving that context change easily goes unnoticed
- [http://www.youtube.com/user/HarvardBusiness#p/u/37/zD8xKv2ur\\_s](http://www.youtube.com/user/HarvardBusiness#p/u/37/zD8xKv2ur_s)

- The Importance of Urgency, from: HarvardBusiness, An interview with John Kotter: Without a true sense of urgency, any change effort is doomed
- [www.Hilti.com](http://www.Hilti.com)
- [www.Grohe.com](http://www.Grohe.com)
- [www.McKinsey.com](http://www.McKinsey.com)

### **Chapter 5: Business Level Strategy**

- [http://www.youtube.com/watch?v=y5I\\_cnpP99U](http://www.youtube.com/watch?v=y5I_cnpP99U)
  - Michael Porter on competitiveness
- <http://bits.blogs.nytimes.com/2010/05/03/googles-venture-fund-steps-up-the-pace/>
  - Blog about Google Ventures
- <http://www.novozymes.com/en/MainStructure/SectionMainProductAndSolutions/>
  - website of one of the most successful companies according to Forbes Magazine
- <http://www.youtube.com/watch?v=Se12y9hSOM0>
  - The story of bottled water
- <http://hbr.org/2008/07/competing-on-resources/ar/1>
  - Competing on Resources - by David J. Collis and Cynthia A. Montgomery [subscription needed]
- [http://www.youtube.com/watch?v=mYF2\\_FBCvXw](http://www.youtube.com/watch?v=mYF2_FBCvXw)
  - The Five Competitive Forces That Shape Strategy - interview w/ M. Porter
- [http://images.businessweek.com/ss/09/04/0409\\_unsung\\_innovators/index.htm](http://images.businessweek.com/ss/09/04/0409_unsung_innovators/index.htm)
  - BusinessWeek's partner in the annual Most Innovative Companies special report, Boston Consulting Group, asked senior executives around the world to name an innovator others wouldn't think of.
- [www.Avon.com](http://www.Avon.com)
- [www.Stokke.com](http://www.Stokke.com)
- [www.Fabercastell.com](http://www.Fabercastell.com)

### **Chapter 6: Corporate Level Strategy**

- <http://www.youtube.com/watch?v=iZZt7bgwffo>
  - Richard Branson on Virgin's branding strategy
- [http://www.heinekeninternational.com/100503\\_heinekennv\\_increases\\_maximum\\_value\\_share.aspx](http://www.heinekeninternational.com/100503_heinekennv_increases_maximum_value_share.aspx)
  - Heineken latest news on acquisition of FEMSA beer
- <http://www.gsk.com/mission-strategy/> & <http://www.youtube.com/user/HarvardBusiness#p/u/2/DQVf7984YDA>
  - Mission and **strategy** section of [GSK.com](http://www.gsk.com) describes GSK's three strategic priorities
- <http://www.youtube.com/watch?v=x-njJ32lbaU&feature=related>
  - Sir Richard Branson talking about how he runs his companies. A short clip giving an insight in how he manages to run such diverse range of businesses as Virgin has. As he says, the key is in finding good people and giving them autonomy.
- <http://www.wired.co.uk/wired-magazine/archive/2010/04/features/work-smarter-inditex.aspx>
  - An article about how zara zara found the perfect synthesis between synergy and responsiveness.
- <http://www.newsweek.com/id/195961>
  - An article about dying conglomerates
- [www.Danone.com](http://www.Danone.com)
- [www.Virgin.com](http://www.Virgin.com)
- [www.Zeiss.com](http://www.Zeiss.com)

### **Chapter 7: Network Level Strategy**

- [http://www.cisco.com/web/partners/pr67/part\\_strat\\_alliance\\_category.html](http://www.cisco.com/web/partners/pr67/part_strat_alliance_category.html)
  - Cisco strategic alliances partners

- [http://findarticles.com/p/articles/mi\\_m1038/is\\_n4\\_v37/ai\\_15636442/](http://findarticles.com/p/articles/mi_m1038/is_n4_v37/ai_15636442/)
  - article about strategic alliances and joint ventures
- <http://ijplp.oxfordjournals.org/cgi/reprint/jpm167?ijkey=c5oY9uy9VT6egE1&keytype=ref>
  - article on intellectual property issues in joint ventures etc.
- <http://www.wired.co.uk/wired-magazine/archive/2010/04/features/work-smarter-mclaren.aspx>
  - An example of how collaboration can bring great benefits, in this article it is described how McLaren helped Heathrow airport map their taxiways and runways.
- [www.Merck.com](http://www.Merck.com)
- [www.McCain.com](http://www.McCain.com)
- [www.Ducati.com](http://www.Ducati.com)

## **Chapter 8: The industry context**

- [http://money.cnn.com/2010/05/03/news/companies/United\\_Continental\\_merge/index.htm](http://money.cnn.com/2010/05/03/news/companies/United_Continental_merge/index.htm)
  - article on merger between United and Continental
- <http://www.reuters.com/finance/deals/mergers> & <http://online.wsj.com/public/page/news-mergers-acquisitions.html>
  - the latest mergers and acquisitions (M&A) news, including recent consolidations, hostile takeovers, and other corporate deals, from [Reuters.com](http://www.reuters.com) and Wall Street Journal.com
- [www.Carmax.com](http://www.Carmax.com)
- [www.Autonation.com](http://www.Autonation.com)
- [www.Zag.com](http://www.Zag.com)
- [www.Westjet.com](http://www.Westjet.com)
- [www.MetropolitanOpera.com](http://www.MetropolitanOpera.com)

## **Chapter 9: The organizational context**

- <http://www.leadershipnow.com/leadershipquotes.html>
  - Quotes make people think
- <http://www.youtube.com/watch?v=a-vJ7-k0CbM&feature=related>
  - What Leadership is NOT
- <http://mitworld.mit.edu/video/308/>
  - Leading by Omission\_Ricardo Semler (owner of Semco) at MIT
- <http://www.gsb.stanford.edu/news/bmag/sbsm0305/leadership.shtml>
  - **Don Quixote's Lessons for Leadership** - Drawing on classical literature and contemporary film, Jim March creates a movie produced in Europe and America based on the idealism in Cervantes' novel.
- [http://www.economist.com/business-finance/displaystory.cfm?story\\_id=14413380](http://www.economist.com/business-finance/displaystory.cfm?story_id=14413380)
  - The Economist - Employers spying on staff (however, needs a subscription)
- <http://www.youtube.com/watch?v=5ZYmCQu5oyk>
  - The Cuban Missile Crisis - illustration of authoritarian leadership
- <http://www.youtube.com/watch?v=aOZhbOhEunY&feature=related>
  - Corporate culture at google. It shows how employees have high levels of autonomy, and how they are free to propose any ideas they find worth pursuing, even after being in the company for just a week.
- <http://www.wired.co.uk/wired-magazine/archive/2010/04/features/work-smarter-hubspot.aspx>
  - Another example of an "chaotic" environment. This company offers no holidays to its employees, they are free to take holidays any time they like, as long as the work is done. They report that it encourages self-organization and that people end up working more
- [www.KPMG.com](http://www.KPMG.com)
- [www.Nab.com.au/](http://www.Nab.com.au/)
- [www.Semco.com.br/pt/](http://www.Semco.com.br/pt/)

## **Chapter 10: The international context**

- <http://www.youtube.com/watch?v=toBApUC4Kzw>
  - Richard Quest / Business traveller in Japan
- [http://www.ge.com/company/worldwide\\_activities/index.html](http://www.ge.com/company/worldwide_activities/index.html)
  - worldwide activities GE
- <http://ocw.mit.edu/NR/rdonlyres/Sloan-School-of-Management/15-220Spring-2008/214A59F6-D190-44E9-9881-34181B4F0AD4/0/lec10.pdf>
  - from MIT.edu \_ Managing integration and responsiveness\_ Zara case Study
- <http://www.globalbydesign.com/blog/2008/06/09/apple-iphone-3g-illustrates-the-value-of-a-global-design-template/>
  - Apple's approach to global design
- <http://www.globalbydesign.com/blog/2010/04/30/iphone-app-globalization-ready-for-take-off/>
  - Opportunities of localization are also present
- [www.INGdirect.com](http://www.INGdirect.com)
- [www.ikea.com](http://www.ikea.com)
- [www.lmtech.eu](http://www.lmtech.eu)

## **Chapter 11: Organizational Purpose**

- [http://www.youtube.com/watch?v=jhkq\\_6HERe0](http://www.youtube.com/watch?v=jhkq_6HERe0)
  - C. K. Prahalad on 'Doing well by doing good'
- [http://www.youtube.com/watch?v=\\_sNKIEzYM7M](http://www.youtube.com/watch?v=_sNKIEzYM7M)
  - Friedman vs. Freeman
- <http://www.shangri-la.com/en/corporate/aboutus/socialresponsibility>
  - Corporate Social Responsibility within the Shangri-La Hotel Group
- [http://www.economist.com/business-finance/displaystory.cfm?story\\_id=15954434](http://www.economist.com/business-finance/displaystory.cfm?story_id=15954434)
  - Article on shareholder vs. stakeholder
- <http://www.mufoundation.org/>
  - Website Manchester United Foundation
- <http://www.youtube.com/watch?v=9azUOjfbJ4Q&feature=related>
  - 'Wall Street' movie preview
- <http://www.ge.com/company/governance/index.html>
  - Corporate Governance GE
- <http://www.wired.com/epicenter/2010/05/facebook-rogue/#ixzz0nMvnlb2f>
  - Facebook's Gone Rogue; It's Time for an Open Alternative
- <http://www.wired.co.uk/wired-magazine/archive/2010/04/features/work-smarter-howies.aspx>
  - An example of a small company that is fully focused on the stakeholder value generation. They pay an "earth tax, go surfing with employees, educate the community about activism, etc.
- <http://www.wired.co.uk/wired-magazine/archive/2010/04/features/work-smarter-vestergaard-frandsen.aspx>
  - another example of profiting by doing good.
- [www.Fonterra.com](http://www.Fonterra.com)
- [www.GE.com](http://www.GE.com)
- [www.Patagonia.com](http://www.Patagonia.com)