

**Cases to Accompany**  
*Contemporary Strategy Analysis*  
**Sixth edition**

# **A Guide for Instructors**

**Robert M. Grant**

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350 Main Street, Malden, MA 02148-5020, USA  
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# Introduction

This new edition of *Cases to Accompany Contemporary Strategy Analysis* has been developed as a companion to the sixth edition of the textbook *Contemporary Strategy Analysis*. A key feature of the Casebook is its close integration with the concepts and techniques outlined in the textbook. All the cases have been specially written to link with a specific chapter of the textbook. (In some instances, the cases apply principles and techniques from more than one chapter.)

The main characteristics of the cases are:

- The companies featured in the cases are widely known. The fact that most people will have some familiarity with the companies discussed means that the cases will be relatively accessible to students.
- Most of the cases are of recent vintage, referring to situations in 2006 and 2007. A few deal with situations further back in time (such as the Laura Ashley case, which examines the company's position in 1999), but the issues that arise are wholly relevant to the situations faced by companies today.
- The cases have been designed for use at multiple teaching levels – they have been used at MBA, undergraduate, and executive levels. The cases will, of course, need to be taught differently according to the maturity and experience of the class. Nevertheless, my experience is that the cases work well with strategy courses at most levels.
- Most of the cases have a decision orientation. What strategy should the company follow? What actions should the CEO take next? Such a decision-focus invigorates the class by placing students in the positions of senior managers. However, probably the most important learning comes from the understanding that students gain of the strategic circumstances of companies and the rationale for the strategies that they adopt.
- The aim in developing these cases has been to reconcile richness and brevity. By focusing the case around a limited number of issues, I have attempted to limit the cases to around 20 pages, including all tables and exhibits. Inevitably this places limits on the breadth and depth of information that students are supplied with and one of the questions frequently posed by students is: "Should we do additional research on the company?" My answer to this question is a resolute "No." This will not be time well spent. Management students need to get used to fast-cycle analysis and decision making under conditions of imperfect information.

The teaching notes provided here are the outcomes of my own thinking about the cases and accumulated classroom experience. They are intended to provide guidance and suggestions, but I realize that each instructor will teach the same case in an individual, personalized way.

The matching of textbook chapters to cases is as shown below.

<b>Case</b>	<b>Chapter in <i>Contemporary Strategy Analysis</i></b>
1. Madonna	Ch. 1. The Concept of Strategy
2. Laura Ashley Holdings plc: The Battle for Survival	Ch. 2 Goals, Values, and Performance
3. The US Airline Industry in 2007	Ch. 3 Industry Analysis: The Fundamentals
4. Ford and the World Automobile Industry in 2007	Ch. 3 Industry Analysis: The Fundamentals Ch. 4 Further Topics in Industry and Competitive Analysis
5. Wal-Mart Stores, Inc., 2007	Ch. 5 Analyzing Resources and Capabilities
6. Manchester United: The Glazer Takeover	Ch. 5 Analyzing Resources and Capabilities Ch. 7 The Nature and Sources of Competitive Advantage
7. Eastman Kodak: Meeting the Digital Challenge	Ch. 5 Analyzing Resources and Capabilities Ch. 11 Technology-based Industries and the Management of Innovation
8. Organizational Restructuring within the Royal Dutch Shell Group	Ch. 6 Organization Structure and Management Systems
9. Harley-Davidson, Inc., January 2007	Ch. 7 The Nature and Sources of Competitive Advantage Ch. 8 Cost Advantage Ch. 9 Differentiation Advantage

10. Raisio Group and the Benecol Launch	Ch. 10 Industry Evolution and Strategic Change Ch. 11 Technology-based Industries and the Management of Innovation
11. Rivalry in Video Games	Ch. 11 Technology-based Industries and the Management of Innovation
12. Eni SpA: Building an International Energy Major	Ch. 5 Analyzing Resources and Capabilities Ch. 13 Vertical Integration and the Scope of the Firm
13. Birds Eye and the UK Frozen Food Industry	Ch. 13 Vertical Integration and the Scope of the Firm Ch. 10 Industry Evolution and Strategic Change Ch. 12 Competitive Advantage in Mature Industries
14. Outback Steakhouse: Going International	Ch. 14 Global Strategies and the Multinational Corporation
15. Euro Disney: From Dream to Nightmare	Ch. 14 Global Strategies and the Multinational Corporation
16. Richard Branson and the Virgin Group of Companies in 2007	Ch. 15 Diversification Strategy
17. Jack Welch and the General Electric Management System	Ch. 16 Managing the Multibusiness Corporation
18. Jeff Immelt at General Electric, 2001–2006	Ch. 16 Managing the Multibusiness Corporation
19. AES Corporation: Rewriting the Rules of Management	Ch. 17 Current Trends in Strategic Management

To provide further guidance on linking the textbook chapters and cases within the context of a strategic management course, please refer to the Guide for Instructors manual that accompanies the new (6th) edition of *Contemporary Strategy Analysis*. This includes sample course outlines for MBA and undergraduate courses in strategic management.

Please refer also to the Blackwell website for *Contemporary Strategy Analysis* ([www.blackwellpublishing.com/grant](http://www.blackwellpublishing.com/grant)). The website is continuously updated with new and revised teaching materials – including new cases. These new cases will be made available as they are developed (some of them as preliminary versions).

I would appreciate any comments you have on the cases in the casebook and the teaching notes. I would also appreciate any suggestions that you have for future cases, including offers to contribute new cases or additional instructor support materials.

Rob Grant ([grantr@georgetown.edu](mailto:grantr@georgetown.edu))