Course program and reading list
Semester 1 Year 2022

School: Arison School of Business MBA

Strategy Innovation and Entrepreneurship

Lecturer:
Prof. Niron Hashai nhashai@idc.ac.il
Prof. Jacob Goldenberg jgoldenberg@idc.ac.il

Teaching Assistant:
Mr. Doron Maman maman.doron@post.idc.ac.il

Course No.: 25200
Course Type: Lecture
Weekly Hours: 8
Credit: 4

Course Requirements:
Final Exam

Group Code: 1202225

Language:
English

Course Description
The course deals with the shaping and the execution of strategic moves and the strategic management of businesses in changing, competitive and uncertain environments. It aims to present a unified framework consisting of polar opposite approaches - 1) the strategic approach to firms’ competitive advantage and growth and 2) approaches adhering the importance of bottom-up creativity and innovation. On the one hand the course treats the issues of business strategies from the firm’s top management perspective with an aim of building up a sustainable competitive advantage and embraces this view to identify growth strategies, focusing on the strategic management of complex firms. On the other hand, managers need to find sometimes creative illusive surprising ideas to maintain
growth in a competition based environment. Despite the enormous effects of creative ideas in management, this is one component in managers' work, which traditionally defies quantitative evaluation or the applications of systematic approaches. In this course a systematic framework to develop creative ideas will be presented.

Throughout the course special emphasis will be given to data and data management as a source of creating new growth avenues for firms.

About the Lecturers

Prof. Jacob Goldenberg

Professor of Marketing, The Interdisciplinary Center, Herzliya,

Jacob Goldenberg is a Professor of Marketing at the Arison School of Business Administration at the Inter-Disciplinary Center at Herzliya and a visiting professor at the Columbia Business School.

Fields of interests / research areas:

Creativity, new product development, diffusion of innovation, complexity in market dynamics social networks effects, and social media. He is an Academic Trustee of the Marketing Science Institute.

Publications in:


Other positions:

Jacob was the editor- in-chief of the International Journal of Research in Marketing and currently area editor for Journal of Marketing Research, Journal of Consumer Research and Journal of Marketing, and serves on the editorial board of Marketing Science.

Prof. Niron Hashai

Professor of Strategy and International Business and Dean, The Interdisciplinary Center, Herzliya, Israel

Researched / taught previously at:

The Interdisciplinary Center (IDC) Herzliya, New York University, University of Oxford, University of Leeds, The Hebrew University, University of Reading
**Fields of interests / research areas:**

Theory of the multinational corporation, technological innovation, diversification, and growth patterns of high technology firms

**Publications in top journals such as:**


**Other positions:**

Visiting Professor of International Business, University of Manchester, and associate member at the John H. Dunning Research Centre, University of Reading; Serves on the editorial boards of the Strategic Management Journal, Journal of International Business Studies, and the Global Strategy Journal, among others.

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**Course Goals**

The course aims to enable the participant to –

1. Acquire the language, concepts, models, mapping and analytical tools that are used in dealing with strategic issues.
2. Comprehend the components, complexity and problems of strategically managing a strategic business unit as well as a global diversified corporation, in a digital world.
3. Teach students several systematic creative problem-solving methodologies that complement other managerial tools acquired in undergraduate and graduate studies. These methodologies are appropriately implemented when a decision has been made to search for a creative solution.
4. Offer students the opportunity to learn how to solve problems, identify opportunities, and generate those elusive ideas that potentially generate benefits to organizations with a very small investment.

**Course Composition and Teaching Methods**

The strategic approach lens of the course discusses basic concepts of strategy, mapping business’s relevant environments and analyzing environmental trends. It looks at the business environment as the domain in which its competitive advantage is employed and explores strategic implications of environmental attributes. It then turns to the resource-based view of competitive advantage, identifying and characterizing the firm's strategic resources - assets, capabilities, core capabilities and routines - that create and preserve the firm's competitive advantage. It looks at the dynamics of change of organizations and core capabilities. It presents and critically evaluates the ‘generic’ strategies of the firm - cost leadership, differentiation and focus, the conditions under which they develop, and their role in developing the firm sustainable competitive advantage. Based on these external and internal analyses this lens turn to identify growth strategies for firms. This can be viewed as a top down point of view.
On the other hand, the creativity and innovation lens of the course discusses the idea and its primacy to success. How can new ideas that were not considered before be found? And can they fit the firm strategy? This is a bottom up approach. Can the two meet? Sometimes they can't, but when there is a fit between the two angles a secret path to a qualitative change in the firm's destiny can be uncovered.

This course will rely on case studies to illustrate different concepts as well as serving as vehicles for class discussion around these concepts. Additionally, we will engage in group work to apply the various analytical tools to real-life cases of firms operating in specific industry settings in order to gain first-hand experience about the strengths and weaknesses of the respective tools. In addition, there will be required reading of teaching notes, and use of an ideation software (Omnivati).

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**Grading**

- 45% Real-Life firm analysis Presentation - Please upload presentations to Canvas before the time of presentation.
- 45% Real-Life Firm Analysis (Written).
- 10% intelligent participation.

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**Tutor Office Hours**

Doron Maman -

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**Teaching Assistant**

Doron Maman

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**Additional Notes**

The course is designed to improve your decision-making abilities in a competitive and dynamic environment. Therefore, the underlying teaching approach is practical and problem-oriented. A major part of the course will involve applying concepts, frameworks, analytical techniques and managerial insights to the growth challenges which companies face. In applying strategic analyses to real-world situations, we will rely on case analyses and discussion.

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**Reading List**

**Mandatory Readings**
Complementary Readings


Three short Columbia case studies that will be provided:
Creative Connections: How Companies Innovate by Crafting New Links between Attributes
Less Is More: How Industry Giants Like Apple and Philips Really Innovate, Go Forth and Multiply:
Unlocking Successful Innovation