

**UNIVERSITY OF PENNSYLVANIA**

**THE WHARTON SCHOOL**

**Management 282: “Strategic Implementation”**

**Fall Term 2009**

**Professor:** Lawton Robert Burns, Ph.D., MBA  
Chair - Department of Health Care Management  
Professor of Management

**Office:** Colonial Penn Center 203  
215-898-3711

**Office Hours:** Walk-in basis

**Class Time:** Monday-Wednesday 3:00 – 4:20 PM  
**Location:** JMHH G50

Once strategy has been decided, the hard work of strategic implementation (execution and change) begins. This course is based on the premise that execution and change are difficult tasks, but can be done systematically. Execution is based on “getting things done”, following some basic steps and guidelines, typically in the face of resistance. It frequently involves selling one’s viewpoint, and managing conflict and opposition from others who don’t share your viewpoint. The course is structured to develop your skills in managing the change process, selling change, and managing the conflict and opposition that are inevitable.

The course is also based on the premise that strategic change is often unsettling to people, and typically involves considerable challenge to one’s views. Students may be exposed to this in class in the form of challenges to their views presented in class in the form of questioning and debate.

Finally, the course is based on the premise that execution and change require a balancing act between lots of different activities and lots of different and seemingly opposite things. Students will thus be exposed to various activities, viewpoints, perspectives, and horizons that need to be harmonized.

The course explores strategic change from five perspectives and levels:

- I** Conceptual models of execution and change
- II** Individual-level issues in change
- III** Integration issues in change
- IV** Organizational issues in change
- V** Issues of Balance in organizational change

**The course combines lectures by the professor and outside speakers, in-class case and article discussions, and training on how to persuade others to change. The readings for the course consist primarily of one business article relevant to that session and one case drawn from industry. Some cases are drawn from professionalized firms (e.g., consulting, healthcare); the class is thus intended to appeal more broadly to business students interested in managing professional workforces. Throughout the course, the instructor will provide a conceptual guide and overview of the topic for each session of the class, and a review of the prior class learning.**

### **Midterm Exam and Final Exam**

**There will be a mid-term and a final examination, both based on the analysis of a case distributed prior to the exams. Each exam will focus on material covered during that portion of the course, and will constitute 30% of your grade.**

**Cases used in the exams should be treated as new problems that you may not have encountered before and, therefore, which may not be amenable to solutions developed in prior class cases. Thus, answers to exam cases should organically “bubble up” from your reading of that case, and not just rely on prior lessons. Don’t be too hasty to apply prior solutions to the exam case problem(s).**

### **Case Analysis & Discussion**

**Most classes will focus on a case. Pairs of students will be required to lead one case discussion during those sessions of the class (10% of grade). The two students should be prepared to discuss the major issues in the case and how to resolve them, and address the case questions (see handout). The case assignments will be made by the second week of class. The case analysis will be treated as a consulting report to the head of the firm, with an opportunity for close dialogue, questioning, and in-class learning. Presenters should thus expect (a) questioning by the instructor and class members, (b) possible interruptions to their analysis/discussion, (c) the opportunity to literally think on your feet. The analysis is an opportunity to surface differences of opinion and challenge your thinking.**

### **Class Participation**

**The remainder of your grade (30%) will be based on class participation. I expect all students to have read the case and the assigned reading. Beyond those formally responsible for that day’s case or reading, you can expect me to freely call on people to address issues in the case and reading. This is not meant to be a highly pressurized class. Instead, I want engaged students and good discussion.**

**DATE      CLASS SESSION AND READINGS**

**Part I: Conceptual Models of Execution and Change**

Wed Sept 9    **Introduction & Course Overview: What is Execution?**

Mon Sept 14    **Sequential Change: Popular Illustration using Kotter's Model**

**Reading:** Kotter, "Leading Change: Why Transformation Efforts Fail." *Harvard Business Review* (March-April 1995). [WebCafe]

**Case:** *Transformation at the IRS* [Bulkpack]

Wed Sept 16    **Integrative Model of Execution and Change – Part I**

**Reading:** Burke, *Organization Change: Theory and Practice*, Chapter 7, Pp. 143-174. [Bulkpack]

Mon Sept 21    **Integrative Model of Execution and Change – Part II**

**Reading:** Bossidy & Charan, *Execution*, pp. 1-33. [Bulkpack]

Wed Sept 23    **The Elements of Execution: Illustration using GE**

**Case:** *Jack Welch: General Electric's Revolutionary* [Bulkpack]

Mon Sept 28    **The "How" of Execution: Illustration using Work-Out at GE**

**Reading:** Ulrich et al.: "How to lead a fast, simple work-out when you've never done it before." [WebCafe]

**Reading:** Ulrich et al.: "The GE Work-Out." [WebCafe]

## **Part II: Individual-Level Issues in Change**

### **Wed Sept 30 Rhetoric, Persuasion, and The Art of Selling Change**

**Guest presenter: Mario Moussa, Center for Applied Research.**

**Reading: Shell and Moussa. *The Art of Woo: Using Strategic Persuasion to Sell Your Ideas*. Ch. 1 available : [www.theartofwoo.com](http://www.theartofwoo.com).**

**Online exercise: TBA**

### **Mon Oct 5 Implementing Change as a Daily Executive Activity**

**Guest Presenter: Curtis Lane, Founder and Senior Managing Director, MTS Health Partners**

**Reading: TBA**

### **Wed Oct 7 Visionary Change at the CEO Level**

**Case: *Bob Galvin and Motorola Inc. (A)* [Bulkpack]**

**Case: *Charlotte Beers at Ogilvy & Mather Worldwide* [Bulkpack]**

**Reading: "Moving Mountains." *Harvard Business Review* (January 2003): 41-47. [WebCafe]**

### **Mon Oct 12 Executing Change at the Bottom of the Pyramid**

**Reading: Hirschhorn, "Campaign for Change." *Harvard Business Review*(July 2002): 2-7. [WebCafe]**

**Case: *Managing Xerox's Multinational Development Center* [Bulkpack]**

### **Wed Oct 14 Overcoming Resistance to Change and Managing Dissent**

**Reading: Richardson, *Stop Telling, Start Selling* (1998), Chapter 4, pp. 57-90. [WebCafe]**

### **Mon Oct 19 Fall Break – No Class**

Wed Oct 21 **Mid-Term Exam**

**Reading: Hand-out**

**Case: Hand-out**

### **Part III: Integration Issues in Change**

Mon Oct 26 **Integrating Professionals and Knowledge Specialists**

**Reading: Leonard-Barton, “Core Capabilities and Core Rigidities: A Paradox in Managing New Product Development.” *Strategic Management Journal* (Vol. 13, 1992). [WebCafe]**

**Case: *Cultivating Capabilities to Innovate: Booz-Allen & Hamilton* [Bulkpack]**

Wed Oct 28 **Integrating Acquisitions to Become “One”**

**Guest Speaker: George Fotiades, Chairman for Healthcare, Diamond Castle Holdings, Former CEO of Cardinal Health]**

***SKIM* Wall Street Analyst Reports on Cardinal Health [Bulkpack]**

Mon Nov 2 **Integrating Learning From Mistakes**

**Reading: Edmondson, “Speaking up in the Operating Room: How Team Leaders Promote Learning in Interdisciplinary Action Teams.” *Journal of Management Studies* (2003), pp. 1419-1452. [WebCafe]**

**Case: *Dana Farber Cancer Institute* [Bulkpack]**

Wed Nov 4 **Integrating Systems to Achieve Congruence**

**Reading: Nadler and Tushman, “A Model for Diagnosing Organizational Behavior”. [Bulkpack]**

**Case: *Cypress Semiconductor* [Bulkpack]**

**Mon Nov 9 Integrating Time Horizons for Growth**

**Reading:** Baghai, Coley, & White, *The Alchemy of Growth*, Ch. 8 & 9. [Bulkpack]

**Case:** *Ingvar Kamprad and IKEA* [Bulkpack]

**Part IV: Organizational Issues in Change**

**Wed Nov 11 Changing Firm Structures**

**Reading:** Nadler & Tushman, *Strategic Organization Design*, Ch. 5. [Bulkpack]

**Case:** *Appex Corporation* [Bulkpack]

**Mon Nov 16 Downsizing & Reengineering**

**Reading:** Hammer, "Reengineering Work: Don't Automate, Obliterate." *Harvard Business Review* (July-August 1990) [WebCafe]

**Case:** *Phillips 66: Transforming for the 1990s* [Bulkpack]

**Wed Nov 18 Changing Corporate Culture**

**Reading:** Price Waterhouse Change Integration Team, *The Paradox Principles*, Chapter 7, Pp. 115-131. [Bulkpack]

**Case:** *Changing the Culture at British Airways* [Bulkpack]

**Mon Nov 23 Tying Some Things Together: Synthetic Case**

**Case:** *Leading Change at Simmons* [Bulkpack]

**Wed Nov 25 Thanksgiving Break: No Class**

## **Part V: Issues of Balance in Organizational Change**

### **Mon Nov 30 Balancing Products and Markets**

**Reading:** Taylor, “The Logic of Global Business.” *Harvard Business Review* (March-April 1991): 91-105. [WebCafe]

**Reading:** Bartlett and Ghoshal, “Matrix Management: Not a Structure, a Frame of Mind.” *Harvard Business Review* (1990) [WebCafe]

**Case:** *ABB Asea Brown Boveri* [Bulkpack]

### **Wed Dec 2 Balancing Different Types of Change**

**Reading:** Tushman & O’Reilly, *Winning Through Innovation*, Chap 7. [Bulkpack]

**Case:** *ASDA (A), (AI), (B)* [skim (A) for background] [Bulkpack]

### **Mon Dec 7 Deliberate and Emergent Change**

**Reading:** Weick, “Emergent Change as a Universal in Organizations.” In Beer & Nohria, *Breaking the Code of Change*, Chap 11: 223-241. [Bulkpack]

**Case:** *Intel Corporation (A): The DRAM Decision.* [Bulkpack]

### **Wed Dec 9 Design and Experimentation**

**Reading:** Hargadon and Sutton, “Building an Innovation Factory.” *Harvard Business Review* (May-June 2000), pp. 157-166. [WebCafe]

**Case:** *Bank of America (A)* [Bulkpack]

### **Tues Dec 15 Final Examination : 12 – 2 PM**

**Reading:** Handout in class

**Case:** Handout in class