

INSTRUCTOR RESOURCES

We strived to achieve four goals in preparing this package of Instructor Resources for the 17th Edition:

1. To equip you with all the resources and pedagogical tools you'll need to design and deliver a course that is on the cutting-edge and solidly in the mainstream of what students need to know about crafting and executing winning strategies.
2. To give you wide flexibility in putting together a course syllabus that you are comfortable with and proud of.
3. To give you a smorgasbord of options to draw from in keeping the nature of student assignments varied and interesting.
4. To help you deliver a course with upbeat tempo that wins enthusiastic applause from students.

We believe the contents of the package will be particularly informative and helpful to faculty members teaching the strategy course for the first time but we have also tried to embellish the content with ideas and suggestions that will prove valuable to experienced faculty looking for ways to refurbish their course offering and/or to keep student assignments varied and interesting.

A QUICK OVERVIEW OF THE ENTIRE INSTRUCTOR RESOURCE PACKAGE

The Instructor's Manual for *Crafting & Executing Strategy* contains:

- A quick look at the topical focus of the text's 12 chapters (Section 1).
- An overview of the 26 cases in the text, along with a grid profiling the strategic issues that come into play in each case (Section 1 and Section 3).
- A discussion of the reasons to use a strategy simulation as an integral part of your strategy course. The two web-based strategy simulations—*The Business Strategy Game* or *GLO-BUS*—that are companions to this text incorporate the very kinds of strategic thinking, strategic analysis, and strategic decision-making described in the text chapters and connect beautifully to the chapter content. The automated online nature of both simulations entails minimal administrative time and effort on the instructor's part. You will be pleasantly shocked (and pleased!!) at the minimal time it will take you to incorporate use of *GLO-BUS* or *The Business Strategy Game* and the added degree of student excitement and energy that either of these competition-based strategy simulations brings to the course—see Section 2 for more details.
- Tips and suggestions for effectively using either *GLO-BUS* or *The Business Strategy Game* in your course (covered in both Section 2 and Section 3).
- The merits of encouraging your students to go to the Web site for the text and take the self-scoring chapter quizzes that measure their command of the concepts and analytical tools presented in the 12 chapters (covered in both Section 1 and Section 3).
- Ideas and suggestions on course design and course organization (Section 3 and Section 4).
- Recommendations for sequencing the case assignments and guidance about how to use the cases effectively (Section 3).
- Our recommendations regarding which cases are particularly appropriate for written case assignments and oral team presentations (Section 3).

- Two sample course syllabi (Section 4).
- Five sample schedules of class activities and daily assignments for 15-week terms; 3 sample schedules of class activities for 10-week terms; and 3 sample daily course schedules for 5-week terms. (Section 4).
- A Test Bank for the 12 chapters that consists of 1100+ questions (Section 5).
- A set of Lecture Notes for each of the 12 chapters (Section 6).
- A comprehensive teaching note for each of the 26 cases in *Crafting & Executing Strategy* (Section 7).

In addition to the Instructor's Manual, the support package for adopters also includes:

An Online Learning Center (OLC) The instructor section of www.mhhe.com/thompson includes the Instructor's Manual and other instructional resources. Your McGraw-Hill representative can arrange delivery of instructor support materials in a format-ready Standard Cartridge for Blackboard, WebCT and other web-based educational platforms.

PowerPoint Slides To facilitate delivery preparation of your lectures and to serve as chapter outlines, you'll have access to comprehensive PowerPoint presentations for each of the 12 chapters. That the authors have developed for their own classes. The collection includes 500+ professional-looking slides displaying core concepts, analytical procedures, key points, and all the figures in the text chapters.

Accompanying Case Videos Nine of the cases (Costco Wholesale, JetBlue Airways, Competition in the Movie Rental Industry, Dell, Panera Bread, Competition in Video Games, Google's Strategy in 2008, Wal-Mart, and Southwest Airlines) have accompanying videotape segments that can be shown in conjunction with the case discussions. Suggestions for using each video are contained in the teaching note for that case.

Accompanying Chapter Videos There are accompanying videos for the chapters that you can show in conjunction with your lectures.

A Comprehensive Test Bank and EZ Test Software There is a 1100+-question test bank, consisting of both multiple choice questions and short answer/essay questions that you can use in conjunction with McGraw-Hill's EZ Test electronic testing software to create tests from chapter- or topic-specific lists. The EZ Test software enables allows instructors to add their own questions to those that appear in the test bank. The EZ Test program gives you the capability to create and print multiple versions of the test and to administer the test via the Web at www.eztestonline.com. Tests can also be exported into a course management system such as WebCT, BlackBoard, PageOut, and Apple's iQuiz.

Instructor's Resource CD-ROM All instructor supplements are available to text adopters in this one-stop multimedia resource, including case and chapter videos, the complete Instructor's Manual, EZ Test software, and PowerPoint slides.

All these Instructor Resources included in the *Crafting & Executing Strategy* package gives you the capability to custom-tailor your course using most any combination of the following powerful and proven teaching/learning techniques:

- Lectures (supported by Lecture Notes, PowerPoint slides, and chapter videos).
- Case discussions (supported by comprehensive teaching notes and the videos accompanying nine of the cases).
- Oral team presentations on one or more assigned cases.
- Use of either *GLO-BUS* or *The Business Strategy Game* to serve as an integrative, capstone exercise. Both simulations are a breeze to administer, are automatically graded, and provide detailed data in the form of a **Learning Assurance Report** showing how each student in your class performed vis-à-vis all students at all schools worldwide that have played the simulation over the last 12 months (a population of 20,000+ in the case of *GLO-BUS* and 40,000+ in the case of *The Business Strategy Game*).

- Use of the chapter-end **Assurance of Learning** exercises that may be coupled with instructor-developed scoring rubrics to assess course or program learning objectives. The exercises may also be assigned for class discussion, oral team presentations, or written reports not linked to course embedded assessment.
- Each chapter also contains **Exercises for Simulation Participants** that tightly connect chapter concepts to the issues and decisions that students wrestle with when competing in either *The Business Strategy Game* or *GLO-BUS*; these exercises are also appropriate for use with other strategy simulations.

The ability to choose among the above options, backed by the array of support materials in the Instructor Resources package, give you enormous course design flexibility and provides you with a powerful kit of teaching/learning tools. We've done our very best to ensure that the 17th Edition package will work especially well for you in the classroom, help you economize on the time needed to be well-prepared for each class, and cause students to conclude that your course is one of the very best they have ever taken—from the standpoint of both enjoyment and learning a lot.

What to Expect in the 17th Edition

In preparing our revision of the text chapters for this 17th edition, we have strived to hit the bulls-eye with respect to both content and teaching/learning effectiveness. The overriding objective has been to do three things exceptionally well:

- Thoroughly explain core concepts and analytical tools in language that students can grasp. The discussions have been *carefully crafted to maximize understanding and facilitate correct application*.
- Provide first-rate examples at every turn. Illustrating the connection and application of core concepts and analytical tools to real-world circumstances correctly is the only effective way to convince readers that the subject matter merits close attention and deals directly with *what every student needs to know* about crafting, implementing, and executing business strategies in today's market environments.
- Incorporate well-settled strategic management principles, recent research findings and contributions to the literature of strategic management, the latest thinking of prominent academics and practitioners in the field, and the practices and behavior of real world companies—weaving these things into each chapter is essential to keep the content solidly in the mainstream of contemporary strategic thinking.

In addition, we have made a point of highlighting important strategy-related developments that permeate the world economy and many industries—the continuing march of industries and companies to *wider globalization*, the growing scope and strategic importance of *collaborative alliances*, the spread of *high-velocity change* to more industries and company environments, and how *advancing Internet technology* is driving fundamental changes in both strategy and internal operations in companies across the world. There is also coverage of corporate governance, the keys to successful diversification, and how Six Sigma, best practices, benchmarking, proper workforce compensation, and a strategy-supportive corporate culture act to promote operating excellence and effective strategy execution.

We believe this 17th edition incorporates all of the necessary elements to support your delivery of a successful undergraduate or MBA strategic management course. Chapter discussions cut straight to the chase about what students really need to know. Our explanations of core concepts and analytical tools reflect current research and are covered in enough depth to truly add value for the student—the rationale being that a shallow explanation carries almost no instructional value. All the chapters are flush with convincing examples that students can easily relate to. There's a straightforward, integrated flow from one chapter to the next. We have deliberately adopted a pragmatic, down-to-earth writing style, not only to better communicate to an audience of students (who, for the most part, will soon be practicing managers) but also to convince readers that the subject matter deals directly what managers and companies do in the real world. All of the chapters have accompanying videos.

And, thanks to the excellent case research and case writing being done by colleagues in strategic management, this edition contains a set of high-interest cases with unusual ability to work magic in the classroom. Great cases make it far easier for you to drive home valuable lessons in the whys and hows of successfully crafting and executing strategy.

Organization, Content, and Features of the Text Chapters

The 17th Edition has been reorganized to more closely link strategic leadership with the strategic management process discussed in Chapter 2 and to consolidate the discussion of strategies supporting a company's competitive strategy that were previously included in Chapters 6 and 8 of the 16th edition into a single chapter. As with all prior revisions, we worked diligently to make sure that this edition delivers quantum improvements in overall content appeal and ease of student comprehension. As a consequence, we think you'll be amply convinced that ***no other leading text does a better job of setting forth the principles of strategic management and linking these principles to both sound theory and best practices.***

Furthermore, the refreshing facelift given to every chapter as concerns sharper definitions, more thorough explanations, and highly relevant current examples has made the chapter presentations easier for students to read and understand. Effective communication of core concepts and analytical tools in the chapters reduces the need for detailed lectures on your part and frees time for more in-class debate and discussion, coverage of late-breaking stories in the business press, and other means of driving home the principles of strategy.

No other leading strategy text comes close to matching our treatment of the resource-based theory of the firm.

The relevance and role of company resources and competitive strengths is prominently and comprehensively integrated into our coverage of crafting both single-business and multi-business strategies. Chapters 3 through 8 make it crystal clear that a company's strategy *must* be matched *both* to its external market circumstances and to its internal resources and competitive capabilities. Moreover, Chapters 10, 11, and 12 on various aspects of executing strategy have a strong resource-based perspective that also makes it crystal clear how and why the tasks of assembling intellectual capital and building core competencies and competitive capabilities are absolutely critical to successful strategy execution and operating excellence.

No other leading strategy text comes close to matching our coverage of business ethics, values, social responsibility, and environmental sustainability. We have embellished the highly important chapter on "Ethical Business Strategies, Social Responsibility, and Environmental Sustainability" with new discussions and material so that it can better fulfill the important functions of (1) alerting students to the role and importance of incorporating business ethics, social responsibility, and environmental sustainability into decision-making and (2) addressing the accreditation requirements of the AACSB that business ethics be visibly and thoroughly embedded in the core curriculum. Moreover, there are substantive discussions of the roles of values and ethics in Chapters 1, 2, 10, and 12, thus providing you with a very meaty and comprehensive treatment of business ethics and socially responsible behavior as it applies to crafting and executing company strategies.

The following rundown summarizes the topical focus of each of the 12 chapters in the 17th Edition of *Crafting & Executing Strategy*:

- Chapter 1 is focused directly on "what is strategy and why is it important?" There are substantive discussions of what is meant by the term strategy, the different elements of a company's strategy, and why management efforts to craft a company's strategy tend to be squarely aimed at building sustainable competitive advantage. Considerable emphasis is given to how and why a company's strategy is partly planned and partly reactive and why a company's strategy tends to evolve over time. There's an important section discussing what is meant by the term business model and how it relates to the concept of strategy. The thrust of this first chapter is to convince students that good strategy + good strategy execution = good management. The chapter is a perfect accompaniment for your opening day lecture on what the course is all about and why it matters.
- Chapter 2 concerns the managerial process of actually crafting and executing a strategy—it makes a great assignment for the second day of class and is a perfect follow-on to your first day's lecture. The focal point of the chapter is the five-step managerial process of crafting and executing strategy: (1) forming a strategic vision of where the company is headed and why, (2) the managerial importance of developing a balanced scorecard of objectives and performance targets that measure the company's progress, (3) crafting a strategy to achieve these targets and move the company toward its market destination, (4) implementing and executing the strategy, and (5) monitoring progress and making corrective adjustments as needed. Students are introduced to such core concepts as strategic visions, mission statements, strategic versus financial objectives, and strategic intent. An all-new section underscores that this 5-step process requires