

MANAGING HIGH TECH COMPANIES

Ranjay Gulati

Michael L. Nemmers Distinguished Professor of Strategy and Organizations

Kellogg School of Management
Northwestern University

www.ranjaygulati.com

r-gulati@kellogg.northwestern.edu

Contract with Class - 1

I guarantee:

- All class materials will be up-to-date and legible
- Class notes will be current and customized
- Your e-mail will be returned
- I will personally grade the projects, and will give detailed feedback and explanation for grades on group cases
- Classes will begin and end on time

Contract with Class - 2

I expect you to:

- Be **present** in every class, barring emergencies
- Be **punctual** for the class
- Be **prepared** with the required readings and cases
- Be **participative**, and ready to defend your stand in discussion

Guide to Case Analysis

- » Read case twice
- » Study Exhibits
- » Decide on the strategic issues
- » Analyze numbers if necessary
- » Check out conflicting opinions
- » Support argument with reason and evidence
- » Develop appropriate action plan and recommendations

Course Organization

Module	Lecture/ Case	Lecture Topic/ Case Title
1.	Session 1	Lecture: Course Introduction – Strategic Alignment
	Session 2	Case: Apple 1992
2.	Session 3	Case: Tribune Media Net
	Session 4	Lecture: Managing organizations in a disruptive environment
3.	Session 5	Case: Target Corporation
	Session 6	Lecture: Bringing the customer back in: First steps to leveraging customer information
4.	Session 7	Case: GE Medical Systems
	Session 8	Lecture: Building the front-back organization
5.	Session 9	Case: Cisco Systems
	Session 10	Lecture: How to organize for the future: A blueprint for the market focused organization
