

Do we need to change the core strategy course?

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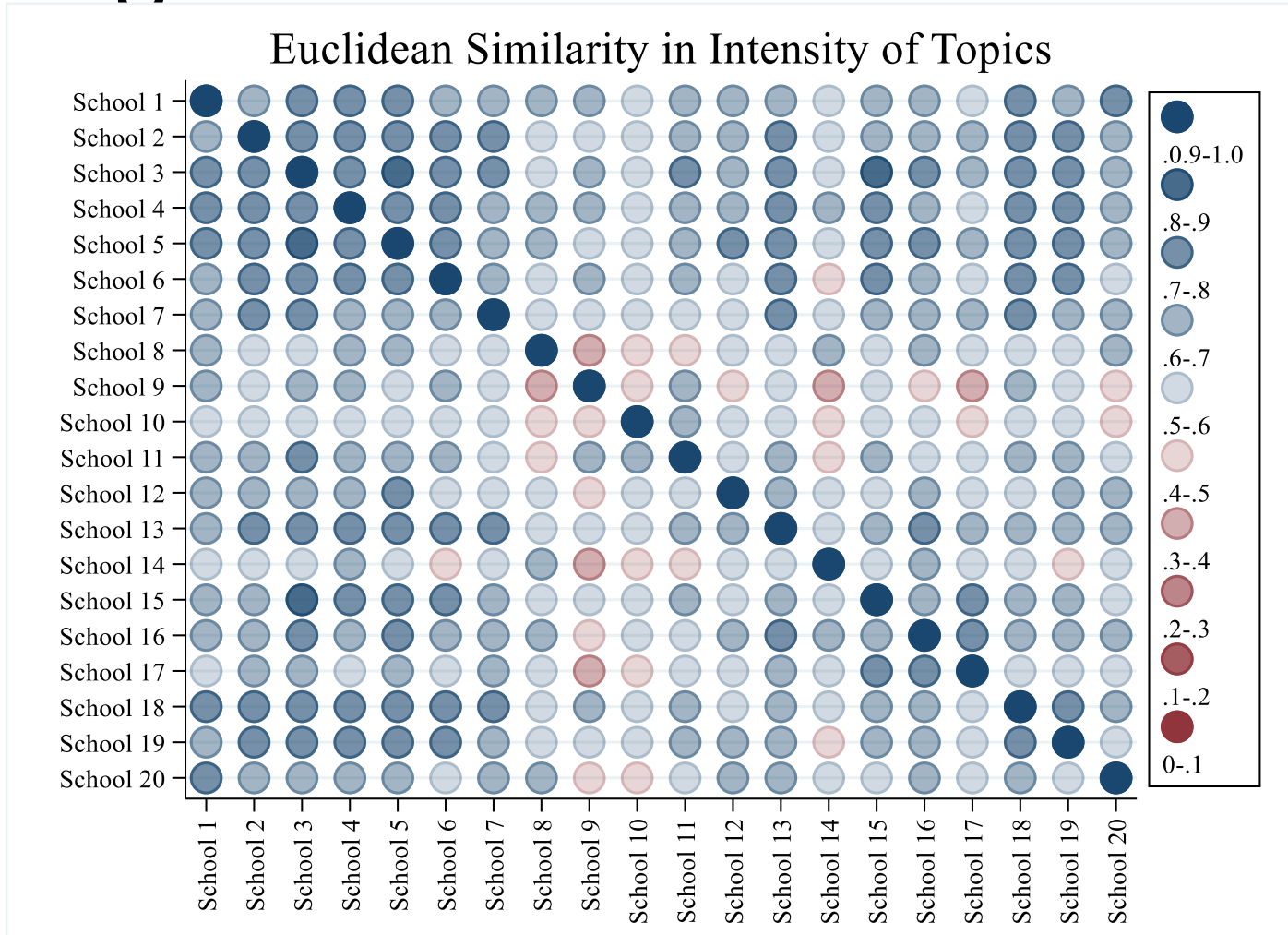
Most schools follow a mix of approaches

	Classic Strategy	Value-based strategy	RBV	Economics	Behavioral Strategy
School 1	✓✓	✓✓			
School 2	✓✓	✓✓			✓
School 3	✓✓✓	✓✓			
School 4	✓✓✓	✓✓	✓		
School 5	✓✓✓	✓			
School 6	✓✓	✓✓			
School 7	✓✓	✓✓			
School 8		✓✓✓			
School 9	✓	✓		✓✓✓	
School 10		✓✓		✓✓✓	
School 11	✓	✓		✓✓✓	
School 12	✓✓	✓✓			
School 13	✓✓	✓	✓✓		
School 14	✓✓	✓✓	✓		
School 15	-	-	-	-	-
School 16	✓✓	✓✓			✓
School 17	✓✓	✓✓			
School 18	✓✓	✓✓			
School 19	✓	✓✓			
School 20	✓✓	✓✓✓		✓✓	

- Checkmarks mean the intensity of each approach within the course syllabus
- Value-based strategy is the most common framework
 - Often it supersedes traditional classic HBS view
 - Industry analysis is minimized in at least 2 schools
- 4 schools use economics to complement and support Classic and Value-based strategy
- Collis/Montgomery still predominant framing for corporate strategy
- Strategy is often a “stand-alone” course that discusses its own concepts without necessarily connecting them to a larger set of fields in management (rather than an “integrative” course that connects management fields)



Similarity of topics across strategy courses: high overall



- Schools 9, 10, and 14 are the most dissimilar for different reasons:
 - School 9's course is heavily econ-based focused on competitive dynamics and game theory
 - School 10's course is heavily econ-based and a mix of microeconomics/IO and strategy
 - School 14's course emphasizes strategy design and implementation
- Formal models about product differentiation, cost advantage, and competitive dynamics appear in a few schools where the faculty's background is mostly economics

Measure: pairwise Euclidean similarity comparing vectors of share of course time spent on each topic.



Panel Members



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