Tentative Outline for 15.903 in Spring 2002

Class 1: Intro: Mike Porter meets Judy Lewent and John Reed

Incentives within and between firms: contracts, hold-ups, and relationships

Class 2: Intro to incentives: Lincoln Electric, LN 1
Class 3: Contracts: “On the Folly ....” LN 2
Class 4: Hold-up: LN 5 (HGA, GM-Fisher, Sloan vs. HBS)
Class 5: Relationships (between): Chrysler, Crown Equipment, LN 3
Class 6: Relationships (within): CSFB, Lincoln II, LN 4

Structure and culture within and between firms: clarity, credibility, and control

Class 7: Jacob Suchard
Class 8: J&J (A) & (B), LN 4.5
Class 9: Saturn
Class 10: HP (A) & (B)
Class 11: Fuji Xerox, LN 6

Class 12 Pause (end of H1)

Diversification and M&A:

Class 13 Beatrice
Class 14: Kraft
Class 15: Novartis
Class 16: GE

Dis-aggregated business models:

Class 17 XTV
Class 18: Thermo Electron
Class 19: LoJack
Class 20: Nokia

(Re-)Emerging companies:

Class 21 Guarantee Trust Bank
Class 22: Appex
Class 23: Oticon
Class 24: Sun Hydraulics

Class 25 Conclusion: management, organization, and strategy