



MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
SLOAN SCHOOL OF MANAGEMENT

THIS IS TO CERTIFY THAT

*Roger P. G. Thijs*

HAS SUCCESSFULLY COMPLETED THE EXECUTIVE PROGRAM

**Corporate Strategy**

June 2006

Handwritten signature of Arnaldo C. Hax in black ink.

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ARNOLDO C. HAX  
Faculty Director

Handwritten signature of Marie Eiter in black ink.

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MARIE EITER  
Executive Director, Executive Education



## THE MIT SLOAN EXECUTIVE PROGRAM IN CORPORATE STRATEGY

### June 11 - 16, 2006

Sunday, June 11	Monday, June 12	Tuesday, June 13	Wednesday, June 14	Thursday, June 15	Friday, June 16
	Breakfast 7:15 - 8:00 am	Breakfast 7:15 - 8:00 am	Breakfast 7:15 - 8:00 am	Breakfast 7:15 - 8:00 am	Breakfast 7:45 - 8:30 am
	<i>The Delta Model</i>  -Hax 8:00 - 9:15 am	<i>Putting It All Together</i>  -Hax 8:00 - 9:15am	<i>Organizational Behavior, Culture and Learning</i>  -Van Maanen 8:00 - 9:15 am	<i>Financial Theory and Financial Strategy</i>  -Myers 8:00 - 9:15 am	<i>IT and Strategy</i>  -Weill 8:30 - 9:45 am
	Break 9:15 - 9:45 am	Break 9:15 - 9:45 am	Break 9:15 - 9:45 am	Break 9:15 - 9:45 am	Break 9:45 - 10:00 am
	<i>Customer Segmentation and Customer Value Proposition</i>  -Hax 9:45 - 11:00 am	<i>The Strategic Management Framework</i>  -Hax 9:45 - 11:00 am	<i>Organizational Behavior, Culture and Learning (cont.)</i>  -Van Maanen 9:45 - 11:00 am	<i>Financial Theory and Strategy (continued)</i>  -Myers 9:45 - 11:00 pm	<i>IT and Strategy (continued)</i>  -Weill 10:00 - 11:30 am
	Break 11:00 - 11:15 am	Break 11:00 - 11:15 am	Break 11:00 - 11:15 am	Break 11:00 - 11:15 am	Break 11:30- 11:45 am
	<i>The Firm as a Bundle of Competencies</i>  -Hax 11:15 am - 12:30 pm	<i>The Budget and Aggregate Metrics</i>  -Hax 11:15 am - 12:30 pm	<i>Organizational Behavior, Culture and Learning (cont.)</i>  -Van Maanen 11:15 am - 12:30 pm	<i>Financial Theory and Strategy, continued</i>  -Myers 11:15 am -12:30 pm	<i>Wrap-Up</i>  -Hax 11:45- 12:30 pm
	Lunch 12:30 - 1:30 pm	Lunch 12:30 - 1:30 pm	Lunch 12:30 - 1:30 pm	Lunch 12:30 - 1:30 pm	Lunch 12:30 -1:30
	<i>Workshops on Strategy: #1 - Customer Segmentation #2 - The Firm as a Bundle of Competencies</i>  1:30 - 2:45 pm	<i>Workshop on Strategy #3 - The Strategic Agenda</i>  1:30 - 2:45 pm	<i>Macro-economic Issues and Strategy</i>  -Rigobon 1:30 - 2:45 pm	<i>Global Competition and Global Strategic Thinking</i>  -Lessard 1:30 - 2:45 pm	Departure
	<i>Group Workshops</i>	<i>Group Workshops</i>	Break 2:45 - 3:00 pm (continued) -Rigobon 3:00 - 4:15 pm	Break 2:45 - 3:00 pm <i>Virtual Diamonds</i> -Lessard 3:00 - 4:15 pm	
Registration 5:00-6:00 pm	2:45 - 5:00 pm	2:45 - 5:00 pm	Break 4:15 - 4:45 pm	Break 4:15 - 4:45 pm	
<b>Social Hour</b> 6:00-7:00 pm	<i>Group Reports</i> 5:00 - 6:00 pm	<i>Group Reports</i> 5:00 - 6:00 pm	<i>Macro-economic Issues and Strategy, continued</i>  -Rigobon 4:45 - 6:00 pm	<i>Organizing for Global Competition</i>  -Lessard 4:45 - 6:00 pm	
<b>Dinner</b> 7:00 - 8:00 pm - Hax	<i>Workshop Summary</i> -Hax 6:00 - 6:30 pm	<i>Workshop Summary</i> -Hax 6:00 - 6:30 pm			
	Cocktails/Dinner 6:30 - 8:00 pm	Cocktails/Dinner 6:30 - 8:00 pm	Cocktails/Dinner 6:30 - 8:00 pm	Cocktails/Dinner <i>Awarding of Certificates</i> 6:30 - 8:30 pm	

## Faculty

The faculty team planned for **Corporate Strategy** includes:

**Arnoldo C. Hax**, Alfred P. Sloan Professor of Management, is the faculty leader for the program. He is widely acclaimed for his research, publishing, and consulting in the fields of strategic planning, management control, operations management, and operations research. He has taught in executive education programs around the world and consults regularly to multinational organizations. His most recent book, with Dean Wilde, is *The Delta Project: Discovering New Sources of Profitability in a Networked Economy*.

**Donald R. Lessard**, Epoch Foundation Professor of International Management, studies international corporate strategy and finance with an emphasis on risk and knowledge management in multinational firms. Among his many publications is his much-talked-about book with Roger Miller, *Strategic Management of Large Engineering Projects: Shaping Institutions, Risks, and Governance*.

**Stewart C. Myers**, Gordon Y. Billard Professor of Finance, conducts research on the theory and practice of corporate finance. His book with R.A. Brealey, *Principles of Corporate Finance*, has been the bible of graduate-level courses in corporate finance since it was first published in 1981; it is now in its seventh edition.

**Roberto Rigobon**, Assistant Professor of Management, studies international economics, monetary economics, and development economics. In international economics, Rigobon focuses on the causes of balance-of-payments crises, financial crises, and the propagation of them across countries. In monetary economics, he has studied how the Federal Reserve changes its interest-rate policy when there are shocks to the stock market.

**John Van Maanen**, Erwin H. Schell Professor of Organization Studies, researches occupations characterized by dispute, frustration, anger, and ambiguity, and studies people the old-fashioned way—by living with them. Among the groups he has studied ethnographically are Gloucester fishermen, Disneyland ride operators, US patrol officers, and London detectives and their supervisors. His recent writings examine the social history of ethnographic understanding of work organizations and the various ways in which particular occupation identities take shape and change work settings.

**Peter Weill**, Sloan Senior Research Scientist, is director of MIT Sloan's Center for Information Systems Research (CISR), whose mission is to perform practical empirical research on how enterprises generate business value from IT. Weill's research centers on the role, value, and governance of IT enterprises in areas such as portfolios, infrastructure, risk management, and architecture.

arnoldo c. hax & dean l. wilde II

the  
delta  
project

with a prologue by lester thurrow

discovering new sources  
of profitability in a  
networked economy



SECOND EDITION

THE  
STRATEGY  
CONCEPT  
AND  
PROCESS

A PRAGMATIC APPROACH

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Arnoldo C. Hax  
Nicolas S. Majluf