

From: [Michael L. Powell](#)
To: [Kellogg Class 2022 Students](#); [Kellogg Class 2023 Students](#)
Subject: Spring quarter Strategy course suggestions
Date: Saturday, February 5, 2022 10:34:37 AM

Happy Friday! This is Professor Mike Powell, Associate Chair of the Strategy Department.

Hope the new year has been treating you well so far.

Below you will find some information on electives the Strategy department offers this upcoming Spring quarter. Courses in Strategy improve students' understanding of how the decisions of managers influence the economic performance of their firms. I hope that you find the below useful when selecting your courses for the upcoming quarter.

STRT-452 Strategy and Organization—People respond to incentives and they do so in predictable ways. Starting with this simple premise, this course asks how managers can design incentives to get employees to do what they want them to do. The goal of the course is to offer a micro-economic approach to both the internal organization of firms and its relationship with the firms' overall strategies. If you're targeting consulting jobs and general management, you should definitely consider this course.

STRT-440 People Analytics and Strategy— The “great resignation” and hybrid work pose huge new challenges for businesses who rely on talent as their main strategic resource. To meet these challenges, many companies are developing people analytics capabilities, using talent data to provide data-driven decision making for people management. Yet, big data is only as good as the questions asked, and it needs to be well aligned with business strategy. This course discusses the main challenges and strategic decisions in managing your workforce; that is, recruiting, developing, and retaining talent within your company. To emphasize the close link between strategy and analytics, the course uses case discussions to develop decision frameworks and combines them with hands-on data analysis in order to make better-informed decisions on personnel strategy. For example, by taking this course, you will learn how to predict the potential of an applicant thereby improving hiring decisions; how to evaluate the effectiveness of training programs; how to choose incentives and benefits that help retain high performers; and how to use data to address biases and foster equal opportunities in the workplace. This course provides a great hands-on experience for those interested in general management and consulting jobs.

STRT-466 Strategic Challenges in Emerging Markets—Many of the most attractive opportunities internationally lie in “emerging markets”. These business environments present special risks and challenges. Students will learn about these issues by integrating numerous business examples with insights from the latest economics and political science research to provide the international business manager with a cutting-edge, integrated perspective on globalization and a set of tools to manage the most prevalent business risks in emerging markets.

STRT-475-5 Strategies for Growth—This course is about effectively scaling a business. Because growth is an imperative for many organizations, it is crucial to understand the strategic fundamentals underpinning profitable growth. This course connects frameworks from economics and strategy to the experiences of firms attempting growth initiatives to illustrate why some businesses can scale successfully while others struggle. One unique aspect of the

course is that all of the cases and focus on “middle-market” companies – organizations that are beyond the initial startup stage and are explicitly looking to expand their business. Case materials include first-person accounts of the challenges of growth for these companies, as collected in interviews conducted by the professor and colleagues.

STRT-920-5 Strategy Lab—The goal of the lab is to provide students with a framework to tackle complex, strategic problems by breaking them into key components, while also helping improve communication & presentation skills (by carrying out elevator pitches & steering committee presentations before a challenging client). In addition, students will get a sense of how consulting organizations work—and what students can do to put their best foot forward as newly minted consultants.

STRT-958 The Economics of Energy Markets and the Environment—Energy industries are strongly driven by fundamental economic forces. This means that strategy-setting and decision-making in energy (and energy-facing) industries relies on having a good understanding of how energy markets work. The first two-thirds of the course will teach economic concepts and models that are useful for understanding a variety of energy industries, including oil, natural gas, electricity, renewables, and energy storage. The last third of the course will focus on economic analysis of environmental policy, especially climate policy.

STRT-947 Healthcare Strategy Consulting Lab—This experiential learning lab lets students delve into the nitty-gritty of the complex healthcare industry and make recommendations on how to create and capture value for their client.

STRT-960-5 Strategic Decisions: A Guide to Making Winning Choices—Strategy problems are often complicated and unstructured, making conventional strategy frameworks unwieldy and disconnected from execution. In this class, you will become proficient in applying a practical strategy framework that utilizes a powerful capabilities lens to develop coherent strategies that are far more likely to be executed successfully. As experienced practitioners and a former CEO, we will bring real-world business challenges to life by working them with you in class, by playing a strategy wargame, and by collaborating with you in a group project in which you will develop a practical strategy for a company of your choice. You will also hear from several current or former CEOs who will share their insights about making difficult strategy decisions and how they ensured they were really executed.

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