

From: [Sarit Markovich](#)
To: [Kellogg Class 2022 Students](#); [Kellogg Class 2021 Students](#)
Subject: Spring quarter Strategy course suggestions
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Happy Monday! This is Professor Sarit Markovich, 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.

I have included information about the modality (Zoom only, In-class only, or Hybrid) the course will be taught. Feel free to reach out with any questions you might have.

I want to start with introducing a new bootcamp the Strategy department will be offering this Spring: ***A practical introduction to Management Consulting.*** The bootcamp is not for credit and would be offered on Fri: 6-9pm, Sat 9am-12, 2-5pm, Sun: 9am-12, 2-5pm during the weekend of April 24th. The goal of this bootcamp is to provide students with a practical view and a hands-on experience with the process consultants use to tackle problems (based on the instructor's experience over the past 23 years in consulting), while at the same time honing their strategic thinking and analytical skills by asking them to develop the growth strategy of a client. Over the weekend, students will be taken through the entire process of developing hypotheses, building a project plan, analyzing and evaluating strategies, and presenting to clients. Students will also practice delivering elevator pitches.

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. (In-person, hybrid, and virtual options)

STRT-440 People Analytics and Strategy—The course discusses the main challenges and strategic decisions in managing your workforce; that is, recruiting, developing, and retaining talent within your company. The course complements each discussion 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; or how to evaluate the effectiveness of training programs, and how to reward high performers through bonuses and promotions. This course provides a great hands-on experience for those interested in general management and consulting jobs. (In person and virtual options)

STRT-461-5 FinTech Strategy— Financial Technology (FinTech) firms are changing the type, frequency, and the way we use financial services. FinTech innovations have a great capacity to

transform the financial system because many of these innovations are at a deeper level than traditional financial innovation. While FinTech companies attract a lot of VC money, many of these initiatives will likely fail. The course builds upon your existing finance and strategy courses to provide tools that new entrants and traditional financial institutions can use to differentiate the potential gold from the glitter. Whether you are interested in FinTech or traditional banking, you should consider taking this course. (Virtual)

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. (Virtual)

STRT-958 The Economics of Energy Markets—Energy industries are particularly strongly driven by fundamental economic forces, which means that strategy-setting and decision making in energy (and energy facing) industries relies on having a good understanding of how energy markets work. While the course will cover various energy industries, the main emphasis will be on microeconomic tools of analysis that are useful across multiple industries. Topics include the drivers of supply and demand in competitive energy markets, the role of environmental and other public policies in energy markets, etc. (Virtual)

STRT-463-5 Technology and Innovation Strategy—You have a great idea. How do you ensure that you, rather than another player in the industry, capture the value from that idea? This question is relevant for small startups as well as existing firms in a technology/innovation-intensive industry. In this course, we will develop strategies and frameworks for innovating firms to deal with the central questions of how to create value from innovation and, crucially, how to capture that value. If you’re interested in High-Tech markets and or innovation and thinking about working in this field, this course is for you. (Virtual)

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. The class meets four times as a group and all students are required to attend the MacEachern Symposium on May 6th. (Hybrid)

STRT-435 Business Law—This course is a survey of the legal concepts that managers and entrepreneurs will be exposed to in public, private, and non-profit enterprises. Students learn the fundamentals of torts (negligence and intentional), agency, product liability, antitrust, contracts, intellectual property, corporate governance and white collar criminal law (e.g. Foreign Corrupt Practices Act). (Hybrid)

Strategic Decisions: A Guide to Making Winning Choices (STRT-960-5)—This course focuses on a different approach to strategy that is capability centered -- the premise that organizations will succeed in markets and offerings that best match what they are great at doing. Through case studies and current examples, the class will cover both the logic for why a capabilities-driven approach to

strategy works - and how through effective execution it leads more often to success. Senior executives from winning companies leveraging this thinking will provide an inside view of what it is like to develop and execute this type of strategy approach. (Virtual)

Sarit Markovich, PhD
Associate Chair, Strategy Department

Kellogg School of Management at Northwestern University
2211 Campus Drive | KGH 4279 | Evanston, IL 60208
P 847.491.4526