

## Strategic Management Seminar- Bus 695

Spring, 2014 CRN 2381

**Important Notice:** If you do not have good Internet Connections and 12 hours a week to spend on this class, drop it right now! An on ground class takes less time. I am seeing a good 20% of the class get themselves in trouble because they think they can do the work at their employer, only to find out firewalls prevent them from completing their assignments. Please call me if you are not sure because I do not want you to spend a lot of money if your circumstances put roadblocks in front of you.

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Instructor: Dr. Janis Dietz  
Office Hours: Email me or call—Home is 909-981-4387  
Office: LAC 216; 909-448-4083  
E-mail: [jdietz@laverne.edu](mailto:jdietz@laverne.edu)

### I COURSE DESCRIPTION:

The Strategic Management Seminar is the culminating course in the Experienced Professional MBA program. It is designed to integrate the business disciplines, utilizing the principles of

strategic thinking. As the final course, it examines a range of complex issues that business people must handle in order to be effective, and explores how various business disciplines interact with each other in today's dynamic global world. A good understanding of finance, international management, marketing, and economics is assumed.

The class is designed for fully employed, experienced students and assumes a certain level of maturity and understanding by the student. A four pronged approach is employed to develop critical thinking and facilitate implementation of strategic thinking: text, cases of various kinds, discussion, and a final firm analysis.

**Learning Outcomes. By the end of the course a student will:**

- **Use standard tools to assess** a firm's environment, current business position, resources, competitive capabilities, the caliber of its strategy, and opportunities for gaining sustainable competitive advantage at a firm and corporate level.
- **Craft viable strategies** in a variety of competitive situations and successfully identify implementation problems and solutions.
- **Enlarge his or her decision judgment** to include cultural and ethical issues when making strategic decisions at a firm and corporate level.
- **Hone his or her ability to apply theoretical concepts to real situations** in a dynamic, complex global world.

**II READING MATERIALS: READ CAREFULLY!!!!**

**THIS IS WHERE IT GETS TRICKY. I TRY AND TRY TO MAKE IT SIMPLE, BUT IT IS NOT. READ THESE PAGES A COUPLE OF TIMES.**

**WE HAVE A TEXT AND THE CASES THAT ACCOMPANY IT. THERE ARE A VARIETY OF WAYS TO GET THE TEXT AND CASES:**

	DESCRIPTION	ISBN	FORMAT	MUST ADD CASE BOOK?	PRICE
1	HARDCOVER TEXT	9780077862527	TEXT&CASES	No	\$255
2	CONNECT PLUS	9780077636104	ACCESS CODE FOR EBOOK	YES: SEE #3	\$115
3	CASES ONLY	9781308021676	DOWNLOAD: HTTP://CREATE.MCGRAW-HILL.COM/SHOP ENTER ISBN		\$18.28
4	LOOSELEAF TEXT AND CASES	9781259188206	LOOSE LEAF TEXT AND CASES W/CONNECT PLUS ACCESS CODE	No	\$219.75

**FOR THOSE OF YOU WHO JUST WANT THE BOOK, OPTION #1 IS GOOD BECAUSE IT INCLUDES THE CASES.**

**OPTION #2 IS THE ACCESS CODE FOR THE EBOOK, WHICH YOU WILL GET BY GOING TO BLACKBOARD>TOOLS>MCGRAW-HILL AND USING YOUR CODE TO GET THE COURSE.**

**OPTION #3 IS THE DOWNLOADED CASES ONLY. THIS IS \$18, CHEAPER THAN THE WHOLE BOOK THAT INCLUDES THE CASES. BUT I DON'T SEE A SOFTCOVER OPTION FOR THE CONCEPTS ONLY. YOU SHOULD USE THIS OPTION IF YOU USE OPTION #2**

**OPTION #4. THIS IS A LOOSELEAF BOOK AND INCLUDES ALL THE CASES, BUT IT IS HARD TO SELL IT BACK.**

**THERE ARE OTHER OPTIONS ON THE MHHE WEB SITE, BUT IT WILL ONLY CONFUSE YOU MORE!**

**IF YOU CHOOSE OPTION 2, IT WILL COME WITH AN ACCESS CODE OR YOU CAN PURCHASE ONLINE USING THESE DIRECTIONS:**

#### **Student Registration for Connect through Blackboard**

- Sign into your school's Blackboard.
- Go to your instructor's course.
- Go to the "Tools" menu.
- Click on the "McGraw-Hill Education" link.
- Below "My Connect Section", click **Go to My Connect Section**.
- Follow the on-screen instructions to register.

**I AM NOT REQUIRING CONNECT. IT DOES HAVE MAJOR ADVANTAGES, SUCH AS LECTURES AND THE EBOOK, BUT I FOUND LAST YEAR THAT NOT EVERYONE FELT IT WAS A GOOD VALUE. IF YOU CHOOSE NOT TO USE CONNECT, YOU CAN GET ALL THE DISCUSSIONS FROM BLACKBOARD, AS WELL AS THE POWERPOINTS. THE RECORDED LECTURES ARE ONLY AVAILABLE THROUGH CONNECT, BUT I HAVE TRANSFERRED MANY OF THEM TO BLACKBOARD. THERE ARE NO ASSIGNMENTS ON CONNECT.**

**THE CASES CAN BE ORDERED SEPARATELY:**

Firefox

Home - myCampus | Blackboard Learn | Janis Dietz - Outlook Web App | Product Details

https://create.mcgraw-hill.com/shop/#/catalog/details/?isbn=9781308021676

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### Graduate Business Seminar (College of Business)

**WHAT YOU GET:**



**Graduate Business Seminar**

School: Univ Of La Verne-la Verne  
Department: College of Business  
Instructor: Janis Dietz  
ISBN: 9781308021676  
Formats Available: Online, Download

Summary:  
This text is for use in Business 696 Spring, 2014 at UNIV OF LA VERNE-LA VERNE

**\$18.56 USD** (or redeem your access code)

**ADD TO CART**

or

USE YOUR ACCESS CODE

Enter Access Code **GO**

What's this?

2)CUSTOM CASE BOOK: 1. Go to <https://create.mcgraw-hill.com/shop/>  
> Search for and select book by Title, ISBN, Author, or State/School.

ISBN: 97811308021676  
Title: Business 695 Spring 2014

>. Add the book to your cart and pay using a credit card or access code.

Class members are encouraged to read from the following: *Academy of Management Journal*, *Strategic Management Journal*, *The Economist*, *Fast Company*, *Business Week/Fortune/Forbes*, and *The Wall Street Journal*.

### III COURSE GROUND RULES:

***ALL ASSIGNMENTS ARE DUE MONDAY 11:59 PM, THOUGH FIRST DISCUSSION POSTINGS ARE DUE 11:59 THURSDAY EVENING.***

***FOR EXAMPLE:THE DISCUSSION QUESTION ASKS ABOUT PORTER'S 5 FORCES IN WEEK 3.THAT MEANS YOUR ANSWER TO THE QUESTION IS DUE BY THURSDAY, APRIL 10<sup>TH</sup> AT 11:59 PM. YOU WILL THEN USE THE REST OF THE WEEK,UNTIL MONDAY NIGHT,TO REPLY TO OTHER POSTS.***

***THE BENEFIT OF THIS IS YOU DON'T SPEND SUNDAY EVENING POSTING AT 11:00 PM, AND I DON'T HAVE TO SPEND ALL DAY SUNDAY REPLYING TO POSTS.***

Although this is an on-line course, there is nothing “easy” about it. Students in this course have the same responsibilities and obligations as those in a traditional course and, in addition, must perform each and every week. An on-line course requires determination and an eagerness to learn. If you are not a self-starter, or are a procrastinator, then this course will be a challenge for you. There is no place to hide in an on-line course. We do offer an on-ground section of this course every semester. Trying to take more than this course in any semester is not advised.

I will try to stay in communication with you as a group or individually. The process of strategic thinking is hard, but you are not alone. We do this together. However, talking to me is not a substitute for getting the JOB DONE. Since this is a graduate course, students are expected to be self-motivated, read all the material weekly, and contribute depth and substance to the discussion.

Each student is a member of a case discussion team. Your classmates and team depend on you to do your share of the work. Do not wait until they contact you - take the initiative to contact them. DO NOT LEAVE YOUR TEAM HANGING AND NOT KNOWING IF YOU ARE GOING TO CONTRIBUTE OR NOT. Almost every semester one team will “fire” a member, which I support if the reasons are sound.

## IV GRADING:

A. Class Discussion on-line (Ind.) ( <i>9 weeks, 25 pts per week</i> )	-	225 pts			
B. Lead On-Line Case Discussion (Group)					
* <i>Post questions, lead discussion (20 pts)</i>					
* <i>Final case analysis (50 pts)</i>					
* <i>Evaluation of team members (5 pts)</i>					
* <i>Evaluation from team members (10 pts)</i>					
C. Case discussion ( <i>4 cases</i> )		40 pts			
D. Living Case (Ind.) ( <i>50 pts</i> )		50 pts			
E. Final Organizational Analysis (Group)	-	250pts			
* <i>Draft: environmental, financial analysis (25 pts each)</i>					
* <i>Final paper (200 pts)</i>					
<i>Syllabus Quiz the first week:</i>		<i>10</i>			
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%; text-align: center;">TOTAL POINTS</td> <td style="width: 5%; text-align: center;">-</td> <td style="width: 25%; text-align: center;">Approx 660 pts</td> </tr> </table>			TOTAL POINTS	-	Approx 660 pts
TOTAL POINTS	-	Approx 660 pts			

“A” – 94-100%; “A-“ – 90-93%; “B+” – 87-89%; “B” – 84-86%; “B-“ – 80-83%; “C+” – 77-79%; “C” – 74-76%; F = <74%

## V THE CLASS WEEK:

The class week runs from Tuesday morning (12:00 a.m.) to Monday night (11:59 p.m.). The extra minute is in cyberspace. Discussions begin Tuesday a.m. and end on Monday at midnight. As I do not accept late work or discussions after Monday midnight, it is best to plan for that.

**Assignments are due** Tuesday morning (12:00 a.m.)—same thing as Monday midnight. Check Schedule for details.

**Where to put it:**

***All assignments will be submitted in the weekly folder except cases, which go into the case content folder.***

## VI MASTERY OF THE CLASS:

Mastery of this class means that a person understands the issues of, and relationships between, the strategic topics from week to week and from the beginning of the semester to the end. He or she is able to recognize issues and relationships when they appear in an organization and to viably critique others’ discussion of the relationships. Finally, the master is able to use the class material to figure out good responses to strategic problems (implementation).

## VII. DETAILS OF DISCUSSION BOARD COMPONENTS

### A. CLASS DISCUSSION ON-LINE

**On-line case discussion** will be held every week and will be graded. One way a student demonstrates mastery of the text and the articles is by applying them during class discussion.

The discussion week is from Tuesday 12:00 a.m. to Monday at 11:59 p.m. Case questions and **Living Cases will be posted by Monday at 11:59 pm. Before the week they are due.** Discussion on the case ends the following Monday at 11:59 p.m. However, as a suggestion from my previous class, the final case is due at midnight, so those posting late will not make much of an impact on the team writing up the case.

**Discussion Questions: Every week, each student** will contribute four or five well-thought-through comments that extend the discussion. *Both the textbook and the readings for that week should be used in those comments. Many of you will email me “what does 4 or 5 mean?” Just use good judgment as a graduate student.* A Grading rubric is available in the Resources folder under Course Information on Blackboard. This is critically important because those points cost some students some much needed grades last semester. They did not review the guidelines and thought they could get away with “I agree.” NOTE: Your first post, the answer to the question, is due by **Thursday at midnight**. Use the rest of the week to respond to the posts of others.

**Specifics:** Answer the discussion questions by talking about what the text and the readings say on that subject. Use both text and readings *each week*. Cite your source of information or insight. After you have discussed the question using the text material, extend the discussion by utilizing your experience, material from past weeks, or material from the internet. Using your experience without citing the text or readings is not sufficient. A minimum of 150 words should be considered for a valid response.

When quoting or paraphrasing Dess, Lumpkin, Eisner or an article, cite the page number using the APA system. Example (Smith:47). You are welcome to use DLE as an abbreviation for Dess, Lumpkin, Eisner since we all know what it means. Otherwise, do not abbreviate. All comments must be your own work, or else you must cite the source of the comment. Using **uncited** information or insights from anyone else in any form is plagiarism. I know this seems silly, but it comes in handy later on.

**Examples:** When I ask for examples, the first people who answer use companies such as Wal-Mart, Southwest, McDonald’s. Once someone has used a company, you may not use it again so pay attention to those who have posted before you. Or, even better, don’t use the above examples.

### B. FACILITATING CASE ANALYSIS AND ON-LINE DISCUSSION

**1. Facilitate Discussion.** Every other week, an assigned group will facilitate on-line discussion of a case. The group will use the case to help the class apply the readings and learn the analysis tools assigned that week.

***The discussion week is from Tuesday at 12:00 a.m. to the following Monday at 11:59 p.m.*** The group should post several (3-4) case questions by Tuesday at 12:00 a.m. Throughout the week, the group should keep the class engaged and interested by adding questions, making provocative statements, and adding case information. The format for case analysis is in DLE Chapter 13: 1) Identify the problem or issue; 2) Conduct analysis; 3) Propose alternative solutions; 4) Make recommendations. Follow this format in your case analysis.

**\*Guide the class through the** format for case analysis above, as found in DLE Chapter 13. Use the chapter as a guide for techniques to use.

**\*Post open-ended questions.** Use the text material assigned that week to post open-ended questions about the firm in the case. The goal is to assist the other class members to learn the tools and analyze the case. Open-ended questions have a variety of answers and lead to better discussion.

**\* Keep the class engaged** in the case discussion throughout the week by adding links to firm websites, provocative statements, rubrics for the different tools and so forth. Help the class have fun while honing its strategic skills.

**2. Written case analysis.** After the discussion week is over, the group will submit in **Case** (SafeAssign) a 6 + page (plus charts and addendums if applicable), formal, written, analysis of the assigned case. Do not summarize the case. Both you and I have read it. Rather identify the problem or issue, conduct strategic analysis, propose alternative solutions, and make recommendations (DLE Ch. 13). For cases not as current as I would like, get some updated information for the final case. The paper is due the Monday following the end of the discussion at 11:59 pm. **This makes it unlikely that comments on the case occurring much after Sunday night morning will be used in the final case analysis.**

**There are many case analyses available on the internet and otherwise, including Datamonitor and Yahoo. Do not use them.** The point of doing case analysis discussion is to figure things out for yourself. Most of the analyses you find on the internet come from MBA students like yourself. Some of the analysis is bad and most of it is outdated. You are as qualified as anyone to analyze firms. SafeAssign is quite good at catching this, and I don't want an innocent "gee, I am too busy this week" to derail your MBA as it has too many in just **this past year**. Also, Wikipedia or Investopedia is not proper for anything.

**To repeat: For all work, do NOT use any analysis from anyone else (Information, yes. Analysis, no).** This includes any analysis of the case found on the internet, copied from friends, or bought on street corners from strangers. If any such material is found to be used, your discussion or analysis will get a grade of 0. So please don't.

**Important: Hand in this analysis through the Case link in the week it is due.** For example, Case 16, Movie Industry will be discussed in Week 2, which starts on April 1. The final group case paper will be due in **Case** on Monday, April 7th at 11:59 pm. Only one member of the group need submit the case.



**3. Evaluate Group Members** using the rubric available in Course Information>Resources. A group member will get 5 points for doing the evaluation and up to 10 points depending on the evaluation from other group members. This is sent directly to me at [jdietz@laverne.edu](mailto:jdietz@laverne.edu). Please don't make me chase you—I need the evaluation by Wednesday morning or it is not valid.

*Note to all students: All written work and recommendations for all cases must be your own work. Do not use any analysis from anyone else, including internet sources or previous classes. If any such material is found to be used, the assignment will get a grade of 0. So please don't.*

### C. Living case papers

Every other week, *each individual member* of the team assigned that week will post a well-written 3-4 page paper applying something he or she has experienced or observed in one of the chapter objectives (LO) in the DLE textbook. Information from both DLE and the articles should also be used.

#### Instructions for the paper:

- \* Chose a topic from the Learning Objectives in the DLE chapters or the articles due either the previous week or that week. Start the paper by telling us which LO it is and from which chapter. Describe how this issue or concept was applied (positively or negatively) in one of your work situations. (You may not use the organizational project that you are working on).

- \*Use as an example either the firm you now work for, a firm you used to work for, or a firm you personally know well (for example, a competitor or supplier). You may also use a not-for-profit organization you are or have been involved in, such as a school district, church, club, or the military. If none of these apply, contact me. Do specify the industry, but you are welcome to change names of individuals or firms to protect the guilty.

- \*Use both DLE and the assigned articles in your discussion. **Important: cite sources** using the APA system. Example (DLE:47)

- \*Post to the Discussion Board “Living Case” in the folder for that week. **State which Learning Objective you are using.**

### D. ORGANIZATIONAL ANALYSIS PAPER

For the final paper, teams of one to four people will research and analyze an organization. The report will be approximately 30-40 pages—NO MORE ( I had a 100 page paper last semester that was way more pages than it needed to be). You are welcome to be your own group, in which case the paper will be expected to be <30 pages.

No companies used in the cases may be used. Otherwise, you may choose any firm or organization you like, including not-for-profit organizations. **I must approve the company**

**in advance**, in order to prevent duplication. Companies like Apple, Starbucks, McDonalds are not good choices, but the recent CEO change at Microsoft might make that ok. Suggestions include:

Sealed Air  
Rackspace Hostings( Rak)  
Freeport-McRohan( FCX)

I suggest you analyze an organization for which you are working, a firm whose product you enjoy, or a firm you would like to work for. There should be enough financial information for the analysis. For this reason, do not use a private company. Use the format below.

The grading rubric and copies of analyses from previous semesters are available in Resources on the blackboard.

## 1. Format for Organizational Analysis

### A. Current Situation:

- \* Introduction and brief company overview

### Strategic Posture

- \* Strategic history of the organization
- \* Organizational mission or strategic vision
- \* Current business-level strategy

### Environmental Analysis

- \* Strategic history of the industry
- \* Five-Forces analysis of the industry
- \* Segment analysis or Industry Life Cycle analysis
- \* Conclusions

### Internal Analysis

- \* Value chain analysis or functional analysis
- \* Financial analysis (you will submit a draft of this on Oct 3—include 3 years plus competitors)
- \* Core capabilities, distinctive competencies, VRIO analysis
- \* Organizational structure and culture analysis
- \* Other analysis tools as desired<sup>i1</sup>
- \* Conclusions

**Summary:** SWOT (listing and explanation) and TOWS (in resources)

### B. Strategic Direction:

- \* Identification and explanation of the key strategic issues. This comes directly out of the summary
-

- \* Alternative strategic scenarios, each KSI
- \* Recommended strategy, each KSI

### C. Action Plan for each recommended strategy

- \* Tactics for 1<sup>st</sup> year.
- \* Who is responsible to implement each tactic.
- \* Approximately what it will cost.

## 2. Other instructions:

\* Use both primary and secondary sources. Primary sources include Stockholders Reports, company website and so forth. Secondary sources include business magazines, Wall Street Journal, etc. **Wikipedia, Investopedia, and Datamonitor are not acceptable.**

*\*At least one of the primary sources must be an interview with an employee of the organization conducted by the group. The interview can be in person, by phone, or on-line.*

*\* No information in the paper may come from a case or case analysis written in any form from any source. If such information is found, that section of the paper will receive a 0. Yes, I really do this.*

\* Be careful to cite sources for all information. If your source is personal experience with the organization or industry, cite yourself. However, in an analysis paper, personal information must be backed up by public (library) information.

\* Hand in the paper through the Final Week Folder. There is a link set up so that you can check your draft. Sometimes people get in a hurry and do not cite their information or short cut by using case analysis from the internet. Sadly, that affects the grade of the entire group.

\*If you want me to look at it before you submit, email it to me, but I will not review portions of people's assignments, just a complete draft.

## E. ORGANIZATIONAL ANALYSIS: INTERMEDIATE (draft) ASSIGNMENTS

Each Analysis Team will hand in two drafts of sections in the Organizational analysis paper. Submit the drafts through the Assignments link in the week the draft is due.

**1. Environmental Analysis.** Hand in a complete analysis of the industry in which your organization competes. "Complete" means a sophisticated analysis of the Five-forces model, a complete segment analysis and summary/conclusions. **Reminder:** Cite sources for all information using the APA citation system. If your source is personal experience with the industry, say so. However, private information must be backed up by public (library) information.

**2. Financial analysis.** Hand in a complete financial analysis of your company. "Complete" means that the appropriate financial ratios were used, three years and

competitive information was trended, there are industry averages for the financial ratios, and that there is a good explanation of the trends discovered – i.e. the specific management decisions that led to the ratios. **Reminder:** Cite sources for all information using the APA citation system. If your source is personal experience with the company, say so. However, private information must be backed up by public (library) information.

**Note:** Do not use “data dumps,” just inserting a chart with no discussion or analysis. Too many in the past have used Yahoo finance rather than the annual report of their chosen company. That is short-sighted and does not represent an academic approach.

**LATE ASSIGNMENTS: NOT APPLICABLE. THE ASSIGNMENT IS EITHER THERE OR IT IS NOT. DON'T CALL ME MONDAY MORNING AND TELL ME YOUR PAPER WAS LATE AND YOU COULD NOT GET THE ASSIGNMENT SUBMITTED ON TIME. DISCUSSIONS END ON MONDAY NIGHT, BUT ALL OTHER ASSIGNMENTS ARE DUE SUNDAY.**

## **F. ACADEMIC HONESTY:**

Your attention is called to the section of the ULV Catalog entitled “Academic Honesty.” Any student found to be violating this section of the catalog will be given a zero for the assignment and/or will earn an F in the class. There is a “no tolerance” standard in this course for academic dishonesty. Using un-cited information or analysis from any source other than the person whose name is on the paper is considered to violate this standard. You can look at your papers in draft form in Assignments/Safeassign before you submit them as a safety check.

## **G.SAFEASSIGN**

All assignments in this class, except the Living Cases, will be turned in through the Assignment links on Blackboard. SafeAssign compares submitted papers to others on the internet to determine originality. Students should be aware that when papers are submitted to SafeAssign they are archived indefinitely in that online database.

For a group assignment, if **one person uses material not acceptable, everyone fails**. Please be aware of that for peer control. I had a group suffer from this problem in Winter because one student handed in their work so late that the other students just submitted it. It was a very expensive lesson. If a group member is not pulling his/her weight, they can be “fired” from the group.

The point of the class is to learn to do your own analysis. You are as qualified as anyone to do it, but you must learn how. You can put one draft of a paper through SafeAssign without the paper being archived if you use the draft mode. This might be wise to do if you are working with a group. Papers in draft mode will not be graded.

**H.GROUP SCHEDULE, SUBJECT TO CHANGE:**

Date week begins at 12 am	Week	Class assignments and readings	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6
3/24	1	<p style="text-align: center;"><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• DLE Chapters 1: Strategic Management: Creating Competitive Advantage</li> <li>• DLE Chapter 13: Analyzing Strategic Management Cases.</li> <li>• Discussion Questions</li> <li>• Syllabus Quiz on Blackboard</li> </ul>						
3/31	2	<p style="text-align: center;"><b>External Environment</b></p> <ul style="list-style-type: none"> <li>• DLE Chap 2: Analyzing the external environment of the firm</li> <li>• Discussion Questions</li> <li>• HBR “Adaptive Leadership”</li> <li>• Case 16 Questions due 3/31 11:59 pm.</li> </ul>	Case 16, Movie Industry, Questions due 3/31 11:59 pm		Case 16, Movie Industry Questions due 3/31			
4/7	3	<p style="text-align: center;"><b>Internal Environment</b></p> <ul style="list-style-type: none"> <li>• DLE Chapter 3: Assessing the Internal Environment of the Firm</li> <li>• Discussion Questions</li> <li>• HBR: Value Chain</li> <li>• Living Case Group 2</li> </ul>		Living Case due midnight 4/7				

4/14	4	<b>Intellectual Assets and Business Level Strategy</b> <ul style="list-style-type: none"> <li>• DLE Chapter 4: Recognizing the Firm's Intellectual Assets: Moving Beyond a Firm's Tangible Resources.</li> <li>• DLE Chapter 5: Business-Level Strategy: Creating and Sustaining Competitive Advantage and Sustainability.</li> <li>• Discussion Questions</li> <li>• HBR: "When One Business Model is Not Enough"</li> <li>• Case 14, Groups 4&amp;6</li> </ul>				Case 14 Microfinance		Case 14 Microfinance
4/21	5	<b>Corporate Level Strategies, International Strategies</b> <ul style="list-style-type: none"> <li>• DLE Chapter 6: Corporate Level Strategy: Creating Value through Diversification,</li> <li>• DLE Chapter 7: The Global Economy: A Brief Overview</li> <li>• Discussion Questions</li> <li>• Living Case Groups 1&amp;3</li> <li>• HBR: "Leadership Lessons from Steve Jobs"</li> </ul>	External analysis due	External analysis due	External analysis due	External analysis due	External Analysis due	External Analysis Due
4/28	6	<b>Entrepreneurial Strategy and competitive dynamics</b> <ul style="list-style-type: none"> <li>• DLE Chapter 8: Entrepreneurial Strategy and Competitive Dynamics</li> <li>• Discussion Questions</li> <li>• Case 27: Group 5</li> <li>• "Balanced Scorecard"; "Level 5 Leadership"</li> </ul>	Financial analysis due	Financial Analysis Due	Financial analysis due	Financial analysis due	Financial Analysis Due	Financial Analysis due
5/5	7	<b>Strategic Control and Corporate Governance</b>				Living Case due 5/5		Living Case due 5/5
External Analysis Due 4/28 midnight			Living Case due 4/21 midnight		Living Case due 4/21 midnight			
Financial Analysis Due 5/5 11:59 pm							Case 27: Samsung	

		<ul style="list-style-type: none"> <li>• DLE Chapter 9</li> <li>• Discussion Questions</li> <li>• Readings: “Blue Ocean”; “Samsung.”</li> <li>• Living Case, Group 4&amp;6</li> </ul>				
5/12	8	<p><b>Creating Effective Organizational Designs, Strategic Leadership</b></p> <ul style="list-style-type: none"> <li>• DLE Chapter 10: Creating Effective Organizational Design</li> <li>• DLE Chapter 11: Strategic Leadership: Creating a Learning Organization and an Ethical Organization.</li> <li>• Discussion Questions</li> <li>• Peter Drucker: “What Executives Should Remember”</li> <li>• Case 34 Group 2</li> </ul>	Case 34: Keurig			Questions due 5/12
5/19	9	<p><b>Fostering Corporate Entrepreneurship</b></p> <ul style="list-style-type: none"> <li>• DLE Chapter 12: Managing Innovation and Fostering Corporate Entrepreneurship</li> <li>• Discussion Questions</li> <li>• Living Case, Group 5</li> </ul>				Living Case due 5/19
5/26	10	<p>Course Wrap-up</p> <p><b>Final paper due 6/2 11:59 pm—ALL</b></p>				