BUS 10a *(section 3)*

FUNCTIONS OF THE CAPITALIST ENTERPRISE

COURSE SYLLABUS *(dated 9/30/2017)*

FALL 2017

**Class Hours:** Tuesday and Friday, 11:00 – 12:20 pm

**Location:** Lemberg 55

**Office:** Lemberg 257

**Office Hours:** Fridays (except 9/15, 9/22, 11/24), 1:00 - 3:00pm and by appointment

**TA:** Mendy Bandel: bandelm@brandeis.edu
Jennifer Lee: jelee14108@brandeis.edu

PROFESSOR BERHANÉ
sberhane@brandeis.edu

BRANDEIS UNIVERSITY
Course Description

Course description and learning outcomes
This course, which is an integral part of the Business major, uses case examples and practical concepts to build a framework for addressing key management issues. The first half of the course reviews the key functions of managers through cases and lectures on marketing, finance, operations, strategy, and organizational behavior. The second half applies this knowledge to (1) business in the global economy, (2) entrepreneurship & innovation, (3) leadership and diversity, and (4) a discussion of business ethics.

There are five primary learning outcomes for students:

1. to understand the fundamental concepts and functions in business management
2. to recognize the interrelationships among these functions
3. to learn how to apply the language and tools of the course to analyze a variety of business issues in the US and abroad
4. to learn how to read, analyze, and discuss business school case studies
5. to develop writing, EXCEL and oral presentation skills for business

Prerequisite: BUS 6a, which may be taken concurrently with BUS 10a.

Materials
The course uses the same version of the Pearson custom book as last semester. (Do not use prior editions as the material has changed considerably). Available at the bookstore, it consists of business school cases, notes and articles, along with six chapters from the 11th edition of Business Essentials by Ronald J. Ebert and Ricky W. Griffin (Prentice Hall, 2017). Follow the syllabus closely to guide your reading and preparation.

Teaching Methods
This course uses readings, case studies, class discussions and lectures to address key management issues. Because this course is based on the case method, class participation by everyone is essential. In order for this method to work, you must prepare the case and readings thoroughly. This allows us to conduct analytical, rather than descriptive, discussions. I will expect three P’s from you in every class:

1. Presence: attendance is required.
2. Preparation: reading and assignments are to be done on time.
3. Participation: share your views and questions in class. Use name cards to facilitate discussion (and grading) and please sit in the same seat each class.

If you are unprepared for the discussion on any day, please let me know before the start of class.

Grading
You will be graded on a combination of the following (55% individual/45% team):

Contributions to class discussions (25%). I keep a record of class performance for each student and determine a grade based on the quality and frequency of in-class comments and the completion of three ungraded homework assignments (see below). Midway through the course, we should meet so I can offer
feedback and suggestions for improvement. NOTE: you are permitted two absences for any reason (e.g., illness, family celebration, job interview, varsity sports, unfavorable airline schedule, you forgot to set your alarm); for each additional absence, your participation grade will be reduced by a half-grade, e.g., A- becomes A-/B+, and so on. If you have perfect attendance but rarely participate in class discussions, your participation grade will be C-.

A homework assignment on two chapters (part of participation grade) “Developing and Pricing Products”; “Distributing and Promoting Products” to be done individually (without assistance from anyone else), due on Monday, September 15. See p.11 and LATTE for details.

Two-page memo and attachments on “Clean Edge Razor” (5%) to be prepared in teams of 2 students (to be selected by the professor). See p.11-12 and LATTE for details. The printed memo is due at the start of class on Tuesday, September 19, with a copy submitted electronically to LATTE/Turnitin before the start of class.

A PowerPoint presentation, “Feed Me!” (5%), given in teams of 5-6 students (to be selected by the professor) on Tuesday, October 10, on one of the cafeterias or food stores on campus. See p.12-13 for details, including deliverables due on October 5 and October 9. Business attire is required.

A homework assignment on financial statements (part of participation grade) to be done individually (without assistance from anyone else), due at the start of class on Friday, October 13. Be sure to bring your laptop to class and/or a copy of your excel file. See p.13 and LATTE for details.

In-class EXCEL exercise on Tuesday, October 17 (1%) based on completion of assigned Lynda chapters (which should take you 3-4 hours to complete). The Lynda training will provide you with advanced beginner knowledge of EXCEL and prepare you for further coursework in the Business Program. You must utilize EXCEL in your final paper, with brief explanatory footnotes to indicate where and how it was used; failure to do so will result in a grade deduction. Laptops in class will be required on Tuesday, 10/17.

A homework assignment on “Clarkson Lumber Company” using EXCEL (2%) to be done individually (without assistance from anyone else). Part 1 is ungraded but must be completed. The second part has two subparts: 2a must be submitted electronically to your TA at 12pm on Thursday, October 19, and 2b is due at the start of class on Friday, October 20. See p.15 and LATTE for details.

A midterm exam (25%). This is a written open-book exam that will take place during normal class hours on Tuesday, October 31 (Gerstenzang 122). You will be asked questions about the materials covered and issues discussed in class. A calculator (separate from a laptop or smartphone) will be required.

A PowerPoint presentation on globalization (10%), given in teams of 5 students on Tuesday, November 14, and Friday, November 17. Each presentation (on a topic you will select from a list I will provide) should last 8-10 minutes, plus time for Q&A. You may form your own teams with the one requirement that each team must include at least two international students and two U.S. students. Please inform me by email by 8:00pm on Friday, November 10 who is on your team and what your proposed topic will be. I will let you know the following day if that topic has already been selected by another team. Every team must submit the PPT deck online on LATTE by 8:00am on Tuesday, November 14, regardless of the day you present. Business attire is required for both days. See p.16 and LATTE for details.
A short memo reflecting on the group simulation exercise to be done individually (without assistance from anyone else), due on LATTE on Thursday, November 30 at 8:00pm. See p.17 and LATTE for details.

An in-class exercise on Tuesday, December 5, based on assigned readings on business ethics (2%). After a discussion of the readings, you will be asked to write a one-page business memo based on a prompt. You may either use your laptop and email the memo to me (that’s my preference) or write it by hand. Laptops in class will be required on Tuesday, December 5.

A final paper analyzing a business problem facing a real company (25%). The final paper must be done in teams of 2 or 3 students. Please email me your outline by 11:00pm on Thursday, October 26. A hand-delivered paper is due to me between 10am and 11:00am on Monday, December 11 (Lemberg 257). An electronic copy must be submitted to LATTE/TurnItIn by the 11:00am deadline. Points will be deducted for late submissions. See the section below on “Final Paper” for details.

Notes

- Grades on team projects are assigned to all members of the team, though I reserve the right to alter individual grades when it is clear that an individual did not contribute to the assignment in a consistent and meaningful way.

- Sending emails to me on team deliverables: To avoid deductions, always “cc” all of your team members on emails (using everyone’s @brandeis.edu email address) — and only send me one email per team for each deliverable. Before sending the email, check it for typos and to see that your team members were indeed properly copied.

- Because this is a business course, I will treat model the business environment as best as possible. Therefore, late submissions of work will result in reductions in your grade.

- Use of laptops and other technology is prohibited in class, except on specific days as noted in this syllabus. Use of technology without permission will impact your class participation grade.

Final Paper

The final paper is an opportunity to examine in depth a topic of your choice. The paper must:

- deal with a problem a real company is facing today
- incorporate specific learnings and/or paradigms from the course
- offer a clear set of recommendations that are carefully analyzed

Failure to adhere to these requirements will result in a grade no better than C+. I also expect you to use EXCEL (and footnote precisely how you used it); otherwise, there will be a grade deduction.

The paper should be based on empirical evidence and apply the concepts in the course. The best papers make rigorous use of one paradigm while incorporating elements of others, as appropriate. The worst papers are “paradigm dumps,” which I will explain later in the course.

At a simple level, the paper sets out to answer the following six questions: What’s the company? What’s the problem? How did it happen? What is management doing to fix it? Why isn’t it working? What should management do? This last question is the most important one!
The paper should contain the following elements:

**Factual description of a company or aspect of a company's business.** This portion of the paper should be built on data and case histories selected from the business press, financial databases, annual reports, etc. As such, it is highly preferable, though not required, that you choose a company whose stock is publicly traded.

**Identification and analysis of a business problem the company is facing.** Please state the analytical purpose of the paper **up front**, i.e., the "question" you are addressing. (I strongly recommend that you fashion an appropriate subtitle for the paper that captures your theme – you will quickly see how it helps guide the overall analysis!) Use the topics in the course or in the custom book as a guide to focus on a specific aspect of the business that you will analyze. It is essential for you to get perspectives from sources other than the company itself — newspapers, competitors, industry reports, etc. These will help you take a critical stance toward the company information. I will expect you to refer to information from “Bloomberg” which is a world-class resource that many of you will be trained to use.

**Conclusions and recommendations.** Based on your research and analysis, you **must** suggest what the company should do about the problem you studied. Be specific. There is no need to solve more than one problem; in fact, **the best papers dig deep, not wide.** Generally, this section runs 3-4 pages.

**Format of the paper.** You need to cover the three areas above. Use your best writing skills and editorial judgment to decide how to structure the paper. Having said that, I have found that good papers are driven by the analytical goals that are identified up front; these goals and the material itself should guide how you decide to present your argument. Be aware that this paper should not be just a "case study" like those we read in class; those cases are purely descriptive. Your paper should be more like a "case study plus analysis."

**Process of writing the paper.** **Final papers must be written in teams of 2 or 3 students.** Although the papers will be evaluated on quality, not quantity, their length must be 12 to 15 double-spaced pages, not including exhibits for material that was not needed directly in the body of the paper but still useful for the analysis, as well as for "Works Cited". Please **number the pages** and use Times New Roman, font size 11, 1” margins all around. You will receive a deduction if you don’t! Be sure to use Chicago-Style citations.
For help, see: [http://guides.library.brandeis.edu/citations/chicago](http://guides.library.brandeis.edu/citations/chicago)

I will help you define an appropriate topic and give you guidance about the project. To do this, I will need to know early on what ideas you are considering. **You must email me a one-page outline of the paper topic by 11 pm on Thursday, October 26, along with the name of the team members.** I will give written feedback on these outlines within one week. After you have digested this feedback and worked a bit more on the research for the paper, you should arrange to meet with me. If, at any point, you wish to change your topic, please consult with me so I can review the new topic and offer comments.

The paper is due on **Monday, December 11, between 9am and 10am.** This is the absolute latest date and time for handing in the paper. If you have a good reason for missing this deadline (e.g., illness), please let me know so we can determine if an Incomplete is the best path to follow. Please hand deliver a hardcopy of the paper to me on 12/11, between the hours of 10am and 11:00am (Lemberg 257). Also, by the 11am deadline, please electronically submit a copy to LATTE/TurnItIn.

**Note: you may not use the same topic for both the globalization project and the final paper.**
**Workload Expectation**

As this is a four-credit course, you are expected to spend a minimum of 9 hours of study time per week in preparation for class (readings, cases, discussion questions, homework, research, etc.).

**Academic Honesty**

You are expected to be honest in all of your academic work. Please consult Brandeis University’s Rights and Responsibilities [link](https://www.brandeis.edu/studentlife/srcs/rr/2016-17%20RR%20.pdf) for all policies and procedures related to academic integrity. Students may be required to submit work to TurnItIn.com software to verify originality. Allegations of alleged academic dishonesty will be forwarded to the Director of Academic Integrity. Sanctions for academic dishonesty can include failing grades and/or suspension from the university. Citation and research assistance can be found at [https://lts.brandeis.edu/research/help/](https://lts.brandeis.edu/research/help/)

**Office Hours**

You may see me during my regular office hours or by appointment (which you should request by email).

**Special Accommodation**

If you are a student with a documented disability on record at Brandeis University and wish to have a reasonable accommodation made for you in this class, please see me by the end of the third class.
# Course Outline

*(see further pages for details)*

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topics</th>
<th>Assignment</th>
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</table>
Note: For instructions, see p.10 of this syllabus |
| 2     | Tues 9/5| The Management Process                      | BE: “Managing the Business”  
See p.10  
Note: Begin your Excel training |
| 3     | Fri 9/8 | Marketing Goods and Services (part 1)       | BE: “Marketing Processes and Consumer Behavior”  
See p.10 |
| 4     | Tues 9/12| Case Analysis                              | “Reebok International Ltd.”  
See p.11 |
| 5     | Fri 9/15| Marketing Goods and Services (part 2)       | BE (2 chapters): Developing and Pricing Products”; “Distributing and Promoting Products  
Note: See p.11 for instructions & LATTE for homework assignment, due online on 9/15 by 10:45am. |
| 6     | Tues 9/19| Case Analysis + Assignment                  | “Clean Edge Razor: Splitting Hairs in Product Positioning”  
Note: See p.11-12 and LATTE for specifics on team assignment, which is due online on 9/19 by 10:45am and in hardcopy at the start of class. |
| No Class | Fri 9/22 |                                            |                                                                                                           |
See p.12 |
| No Class | Tue 10/3 |                                            |                                                                                                           |
| 8     | Fri 10/6| “Case Analysis”                             | “Benihana of Tokyo”  
See p.12 |
| 9     | Tues 10/10| “Feed Me!”                                | Team Presentations, Business attire is required.  
See p.12-13  
Note: PPTs due for all teams online on 10/9 by 6:00pm. |

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### Managing the Business

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### Filling Market Needs

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<tr>
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<td><em>Understanding Finance</em></td>
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<td>10</td>
<td>Fri 10/13</td>
<td>Financial Statement Analysis</td>
<td>See p.13 and LATTE for <strong>homework assignment</strong></td>
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<td>Note: <strong>BRING LAPTOPS TO CLASS TODAY</strong></td>
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<tr>
<td>11a</td>
<td>Tues 10/17</td>
<td>Financial databases for business research, <strong>part 1</strong></td>
<td>Guest Lecturer: Jason Bernard</td>
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<td>Associate Director of Academic Technology, IBS</td>
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<td>See p.13 and LATTE for <strong>homework assignments</strong> for both parts of today’s class, including the graded exercise.</td>
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<td>Note: <strong>BRING LAPTOPS TO CLASS TODAY</strong></td>
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<td>12</td>
<td>Fri 10/20</td>
<td><strong>Case Analysis</strong></td>
<td>“<em>Clarkson Lumber Company</em>”</td>
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<td>Note: See p.14 and LATTE for the <strong>individual assignment</strong>, which is due at the start of the class.</td>
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<td>13</td>
<td>Tues 10/24</td>
<td><strong>Case Analysis</strong></td>
<td>“<em>Crown Cork and Seal in 1989</em>”</td>
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<td>“<em>The Five Competitive Forces that Shape Strategy</em>”</td>
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<td>See p. 14</td>
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<td>Note: <strong>One-page outline of final paper is due by 10/26 at 11:00pm. See pgs. 4-6.</strong></td>
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<tr>
<td></td>
<td></td>
<td><em>Financial databases for business research (part 2)</em></td>
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<tr>
<td>11b</td>
<td>Fri 10/27</td>
<td>Financial databases for business research, <strong>part 2</strong></td>
<td>Guest Lecturer: Jason Bernard</td>
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<td>1-2pm</td>
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<td>Note: One student per final paper team <strong>MUST</strong> attend this special session held in the IBS Bloomberg Lab (next to room 54). We will pass around a sign-up sheet.</td>
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<tr>
<td>14</td>
<td>Fri 10/27</td>
<td><strong>Midterm Review</strong></td>
<td>Note: <strong>Bring a calculator for the review!</strong></td>
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<tr>
<td>15</td>
<td>Tues 10/31</td>
<td><strong>Midterm</strong></td>
<td>Note: <strong>Midterm Exam</strong> will cover everything we have done to date; the exam is <strong>open book</strong>, so bring all course materials and notes, as well as a <strong>calculator</strong> (but you may <strong>not</strong> use a laptop or smart phone).</td>
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<td>16</td>
<td>Fri 11/3</td>
<td>Case Analysis</td>
<td>“Zipcar: Refining the Business Model” See p.15</td>
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<td><strong>Entrepreneurship &amp; Innovation</strong></td>
</tr>
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<td>17</td>
<td>Tues 11/7</td>
<td>Case Analysis</td>
<td>“Kyocera Corporation” See p.15</td>
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<td><strong>Business in the Global Economy</strong></td>
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<td>18</td>
<td>Fri 11/10</td>
<td>Case Analysis</td>
<td>“Legenary Café: The China Challenge” See p.15-16. Note: Email me your proposed globalization topics and teams by 11/11 8:00pm.</td>
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<tr>
<td>19</td>
<td>Tues 11/14</td>
<td>Globalization Presentation</td>
<td>Team Presentations. Business attire is required, even if you are not presenting. See p.16 Note: PPTs due for all teams online on 11/14 at 8:00am.</td>
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<tr>
<td>20</td>
<td>Fri 11/17</td>
<td>Globalization Presentation</td>
<td>Team Presentations continued. Note: Business attire is required, even if you are not presenting.</td>
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<td><strong>Organizational Behavior</strong></td>
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<td>21</td>
<td>Tues 11/21</td>
<td>Leadership and Decision Making</td>
<td>BE: “Leadership and Decision Making”</td>
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<td>Case Analysis</td>
<td>“Taran Swan at Nickleodeon Latin America” See p.16</td>
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<td><strong>Leading Teams Effectively</strong></td>
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<tr>
<td>22</td>
<td>Tues 11/28</td>
<td>Group Exercises</td>
<td>See p.16-17 Note: See LATTE for preparation materials</td>
</tr>
<tr>
<td>23</td>
<td>Fri 12/1</td>
<td>Group Exercise Review</td>
<td>Note: See LATTE for individual assignment, which is due on 11/30 8:00pm.</td>
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<td><strong>Business Ethics</strong></td>
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<tr>
<td>24</td>
<td>Tues 12/5</td>
<td>In-Class Ethics graded writing exercise</td>
<td>Prof. Sherman note on business ethics (see LATTE) See p.17 BE: “Understanding Business Ethics and Social Responsibility”</td>
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<td>Note: BRING LAPTOPS TO CLASS TODAY</td>
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<td>25</td>
<td>Fri 12/8</td>
<td>Case Analysis</td>
<td>“Parable of the Sadhu” See p.17</td>
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<td><strong>Final paper</strong></td>
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<td>Note: Please hand deliver the final paper to me on Monday, 12/11 between 10am &amp; 11:00am (Lemberg 257). Also submit a copy online on LATTE/TurnItIn by 11:00am deadline. Points will be deducted for late submissions.</td>
</tr>
</tbody>
</table>
ASSIGNMENTS + STUDY QUESTIONS

In addition to the assigned readings, here are the principal assignments to complete before coming to class. Do not hand in responses to study questions unless directed to do so.

For our first class, on Friday, 9/1, please look at the Kellogg Company site:

Look at the home page for about 20 seconds; do not click anything. Write down your immediate reactions. (We’ll discuss them in class.) Now, go to the upper right-hand corner and click “Who We Are”. Then, click “Marketplace Commitment”. What is your reaction to their “Promise to You”? Finally, return to the home page and explore some of the links in the middle. Comment on one of them that strikes you as noteworthy. What is it about that link that hits you?

On Tuesday, 9/5, we discuss the management process.

Before class, carefully read our custom text chapter “Managing the Business,” paying special attention to the sections “Hierarchy of Strategy” and “Strategy Formulation”.

Then visit the Netflix website https://www.netflix.com/. (If you have a Netflix account, log out of it to see this link correctly.)

➢ How do your first impressions of this site compare to your first impressions of the Kellogg’s site? What might account for the differences between the sites?

Scroll to the bottom of the screen, and visit the section titled “Investor Relations” and select “Long-Term View”

➢ Judging from their “Long-Term View”, what does Netflix see as their long-term objectives?

Now go back and click “SEC Filings” From there choose the HTML version of the most recent “10-K Annual Report”. Navigate to Item 1. Business and read “About Us”, focusing especially on the paragraph that starts “Our core strategy...” o be prepared to discuss this strategy in light of the text reading and NF’s long-term view.

o Return to the Kellogg’s website. What is their ‘core strategy’?

On Friday, 9/8, we begin our section on marketing.

Be sure to read the assigned book chapter, “Marketing Processes and Consumer Behavior”. Some questions to consider:

➢ What is the "marketing mix" at Kellogg’s? At Netflix?

➢ Rank the 4 P’s in order of importance to each company and be ready to explain your thinking.
On Tuesday, 9/12, we will discuss “Reebok International, Inc.”

There is nothing to hand in. Here is your study guide:

Case Summary

Reebok executives are reviewing the company’s advertising and promotion programs for the second half of 1988. These include sponsorship of the 1988 Summer Olympics and a rock concert tour organized by Amnesty International. In addition, Reebok is launching a new advertising campaign with the slogan, “Reeboks Let U.B.U.” (NOTE: We will not have time to evaluate the tour sponsorship.)

Study Questions

➢ Why has Reebok been successful? What are the company’s strengths and weaknesses?
➢ How do consumers buy athletic footwear? How is the market segmented?
➢ How would you evaluate Reebok’s proposed 1988 communications program?
➢ Does Reebok need an umbrella brand campaign (versus product specific advertising alone)? Is the UBU campaign appropriate?

On Friday, 9/15, we will go deeper into the 4 Ps:

This class will be on Zoom. You must watch the class. However, you will be able to watch the class flexibly any time from 9/15 11am to 9/17 11:45pm. Please read the material in the next two assigned chapters and answer the following – due on 10:45am on Friday, 9/15

(See LATTE for submission; no late homework accepted)

Study Questions

➢ Describe the four stages of the product life cycle and the marketing mix that is used in each.
➢ Choose a product and analyze pricing objectives for it. What information would you want if you were going to adopt a profit-maximizing objective? Market share objective?
➢ Provide an example of a product in each stage (not using the examples in the reading)?

On Tuesday, 9/19, we will discuss “Clean Edge Razor”.

(See LATTE for the team assignment due at the start of class).
Case Summary

In August 2010, after three years of development, Paramount Health and Beauty Company is crafting a launch strategy for its technologically advanced vibrating razor called Clean Edge. The innovative new design provides superior performance by stimulating the hair follicles to lift the hair from the skin, allowing for a more thorough shave. Jackson Randall, the Clean Edge product manager, struggles with how best to position the product for the launch. Some executives believe it should be positioned as a mainstream entry in the super-premium segment, with the broad appeal of being the most effective razor available in the market. Others feel a niche strategy, targeting a small subset of the super-premium consumers would be optimal. Randall must provide his recommendation for product positioning with supporting economic analysis as well as guidance on a brand name for the product and marketing budget allocations.

On Friday, 9/29, we will discuss the assigned chapter, “Operations Management and Quality.”

(See LATTE for further guidance.)

On Friday, 10/6, we will discuss “Benihana of Tokyo”.

Case Summary

Set in the 1970s, this case described the development of a particular limited-menu restaurant and the expansion of this model into a chain. The creator of this chain, Rocky Aoki, is a young Japanese entrepreneur who grew the business to its current state of 15 restaurants, 5 of which are franchised. The case illustrates how a well-designed operating system can fit into the competitive strategy of a business and help to deliver superior performance.

Study Questions

- What is the Benihana concept? What attracts customers to its restaurants?
- How does Benihana’s cost structure differ from that of a typical sit-down restaurant?
- Examine the production system in detail. (It may help if you draw a process flow diagram that identifies how customers pass through the system, where key operations are done, how food is handled, etc.) What are the major design choices which generate operating efficiencies?

On Tuesday, 10/10, using PowerPoint, you will be presenting in teams of 5 or 6 students one of the cafeterias or food stores on campus (“Feed Me!”). Please follow these instructions carefully.

Based on your own experience and, as appropriate, on the concepts in the Benihana case and in the chapter in BE, please be sure to address the following:

- How does the cafeteria or store define “quality”?
➢ Draw a flow diagram depicting how customers move through the cafeteria or store to select, purchase, and consume products.

➢ How might the cafeteria or store be reorganized to provide greater value to its customers?

_A member of each team must send me an e-mail with “cc” to the other team members by 8:00pm on Thursday 10/5_ (you may do it sooner!)

➢ Your choice of cafeteria or store (I cannot guaranty your choice if another team has already selected it)

_A member of each team must MUST submit your PPT slides online on LATTE and then email the PPT slides to me with “cc” to the other team members by 6:00pm on Monday, 10/9._

Each team will have 5 minutes to deliver the presentation. _Everyone should have a speaking role; please practice your presentation. Be sure to wear business attire (required)._

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**On Friday, 10/13, we will again discuss the Kellogg Company.**

Please return to the site: [http://www.kelloggs.com/en_US/home.html](http://www.kelloggs.com/en_US/home.html). At the top near the center, find and click the tiny link “Company Site”. On the drag down menu, click “Investor Relations”. You’ll see a menu bar in red near the top. Click on “Financials”. Below the current stock quote, you’ll see a set of tabs -- click “Interactive Analyst Center” (see image below).

![Interactive Analyst Center](image)

You will see a disclaimer and some disclosure language; scroll down and click Accept. At this point, you leave the Kellogg’s site and find an interactive site with both Quarterly and Annual financial statements. On the left, click on “Export Financials”

This will download an Excel file with separate tabs for the quarterly and yearly statements listed just above the button. **We’ll use the yearly data.**

_(See LATTE for the homework assignment. Bring in your laptops or a copy of your file!)_

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**On Tuesday, 10/17, Jason Bernard,** Associate Director of Academic Technology at IBS, will teach about the various financial databases available at Brandeis; you will be expected to make use in them in your globalization project and final paper. **(See LATTE for the assignment.)** The follow-on session in the Bloomberg lab will be on Friday, 10/27.
After Jason speaks, we will also have an in-class graded EXCEL exercise. Bring in your laptops.

On Friday, 10/20, we will discuss “Clarkson Lumber Company”.

(See LATTE for the individual assignment.)

**NOTE:** Be sure to devote 4 hours to prepare for this class. This assignment has several parts so read LATTE instructions carefully. Part 1 is ungraded but must be completed and brought to class. Part 2 is graded and has two subparts (2a MUST be submitted to your TA by Thursday 12pm on 10/19; 2b is due to me at the start of class on Friday, 10/20 and you must bring a copy for yourself.) Bring your laptops or a copy of the file to class.

**Case Summary**

Clarkson Lumber Company has been expanding rapidly for several years. Increases in working capital requirements have outrun the capacity of the company to generate funds from internal sources. Part of the company’s available funds have used by Mr. Clarkson to buy out his partner, thereby further increasing the financial pressure on the company. To continue to expand, he is actively considering a entering into a relationship with a new bank which will lend him the needed funds.

**Study Questions**

- Why does this profitable company need to borrow money?
- How has Mr. Clarkson met the financing needs of the company over the past few years?
- During this period, has the financial strength of the company improved or deteriorated?

On Tuesday, 10/24, we will discuss “Crown Cork and Seal in 1989”

**Case Summary**

John Connelly ran this company for over 30 years and followed essentially the same strategy for the entire period. The total return to shareholders over the 32-year period was just under 20% compounded (which is excellent). Now that he has stepped down as CEO and given control to William Avery, is it finally time for a change?

**Study Questions**

**Please read the case and the Porter article,** and come prepared to discuss the following questions:

- How well did Crown Cork do under John Connelly? What were the keys to the company’s success?

- How attractive is the metal container industry? *(Try to use Porter’s 5-forces model.)*
On Friday, 11/3, we discuss “Zipcar: Refining the Business Model.” After reading the case, please watch a short video featuring HBS professor Clayton Christensen explaining the concept of “Disruptive Innovation.” See: http://www.youtube.com/watch?v=qDrMAzCHFUU

Case Summary

Zipcar is a start-up organized around the idea of "sharing" car usage via a membership organization. This case describes several iterations of the Zipcar business model and financial plan. These iterations include a very early version and a version developed just prior to the launch of the business, as well as data from the first few months of operations. You are to analyze the underlying economics and business model for the venture and discover how these assumptions are holding up as the business is actually rolled out.

Study Questions

➢ Evaluate this potential venture and the progress that Chase has made.

➢ What is the business model and how did it change between December 1999 and May 2000? What do the data from actual operations in September say about how the business model is playing out in practice? Does this data give you comfort or concern?

➢ What actions should Chase take as a result of the September operating results?

➢ What is the strongest argument Chase could make to a potential investor about the attractiveness of the venture? What should her elevator pitch” be at the Springboard forum?

➢ Does Zipcar seem to fit Christensen’s model of a “disruptive innovator”? Why did Zipcar hit the scene when it did, rather than perhaps a decade earlier?

On Tuesday, 11/7, we will discuss “Kyocera Corporation.”

Study Questions

➢ Why has Kyocera done so well?
➢ What are the key elements of Kyocera’s corporate culture?
➢ Would Kyocera’s culture work in the US?

On Friday, 11/10, we will discuss “Levendary Café: The China Challenge.”

Case Summary
The case describes the establishment of Levendary Café’s subsidiary company in China and its evolving relationship with its parent company during the first two years of its existence. In particular, it focuses on the decisions and actions of Louis Chen, the founding president of the subsidiary, as he tries to establish operations in China and to negotiate his relationships with US headquarters. The trigger issue revolves around how the recently appointed chief executive, Mia Foster, should manage the Chinese subsidiary. Chen has been resistant to headquarters interference in local operations and Foster, who is concerned about aspects of the Chinese expansion, has struggled to work effectively with him.

**Study Questions**

- What is your evaluation of the way Levendary Café has entered the China market?
- What changes (if any) should Mia Foster make? Specifically, what should she do about Louis Chen? And what changes (if any) would you propose at headquarters?
- Prepare a specific action program for Foster to help her deal with the need for continued growth in China. What should be on the agenda for her meeting with Chen?

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**On Tuesday, 11/14, and Friday, 11/17, your teams will present your Globalization decks in class. Business attire is required for all students, regardless of the day you present.**

All PPT decks must be submitted online on LATTE by **8:00am on 11/14**, regardless of the day you present.

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**On Tuesday, 11/21, we will discuss “Tara Swan at Nickelodeon Latin America (A)”**

**Case Summary**

Taran Swan was the GM of Nickelodeon Latin America, a new cable channel for kids in Latin America. She had written the business plan, pulled together a team to launch the channel in December 1996, and led the start-up through its first 18 months on air. Now in June 1998, she had to leave the company’s headquarters for her home in New York because her four-month pregnancy had been diagnosed as high risk. Unable to travel for at least the next 6 months, she has to decide if and how she should continue to run the channel from her home in New York.

**Study Questions**

- How would you describe the culture at Nickelodeon Latin America. Be specific.
- How did Swan go about building that culture? (Consider Nickelodeon Latin America’s position within its company, its organizational design, and its culture.)
- How would you describe Swan’s leadership style? What impact has it hand on the culture?
- What actions should she take at the end of the case? Should she assign an interim director?
On Tuesday, 11/28, we participate in a group exercise on team leadership and team dynamics, building on the Tara Swan case on 11/21 and reviewing what we learned on 12/1.

On Friday, 12/1, we will review the results of the group simulation.

(For homework, you will need to submit a short memo reflecting on the results of your simulation and key ideas around teamwork. See LATTE for the individual assignment, due at 8:00pm on Thursday 11/30.)

On Tuesday, 12/5, we will discuss the assigned readings: a chapter in BE and a note written by Professor Ben Sherman of our Philosophy Department. I will then ask you to apply Prof. Sherman’s framework to an in-class graded assignment.

On Friday, 12/8, in our last class, we discuss “Parable of the Sadhu,” one of the most thought-provoking cases taught in US business schools and at corporate off-sites.

Study Questions

➢ Why does Bowen McCoy now feel the way he does?
➢ What responsibilities did he have?
➢ Did he do the right thing?
➢ Why did he act the way he did?