183BUS 10a (section 1)

FUNCTIONS OF THE CAPITALIST ENTERPRISE

COURSE SYLLABUS

Fall 2018

(NOTE: The first class is important. Attendance is required.)

Class Hours: Tuesday and Friday, 8:00am – 9:20am

Location: Lemberg 54

Office: Lemberg 257

Office Hours: Thursdays, 9am-12:00pm (except 9/27, 11/8 & 11/22) by sign up
*Signup via link posted on LATTE
*Substitute day for Thursday 9/27 is Wednesday 9/26.
*Note: Thursday, September 6th is a Brandeis Monday.

TA: Amanda Shore, ashore4@brandeis.edu

TA Office Hours: Mondays, 7:00pm-8:00pm (Mandel G11)

PROFESSOR BERHANÉ
Senior Lecturer in Leadership and Business
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 operations, finance, marketing, strategy, and organizational behavior. The second half applies this knowledge to (1) entrepreneurship & innovation, (2) business in the global economy, and (3) 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. Note: Students report that taking 6a with 10a is difficult. Please reach out to your advisor or fellow students to assess your capacity for the workload.

Materials
For the first part of the course, prior to the midterm, you will use a new edition of the Pearson custom book. Available at the bookstore, the custom book consists of business school cases and chapters from Pearson’s Business Essentials (BE). For the second part of the course, you will purchase a Harvard Business Publishing (HBP) course packet, which will allow you to pay for cases as you go, but you will need to print them and bring them to class. I’ve done this to reduce your upfront costs. Closer to the start of the semester, I will post the link to purchase your HBP course packet.

EXCEL Training (6 hours total)
EXCEL training will prepare you to analyze financial and other quantitative data, a skill that is a prerequisite for making business decisions. The Lynda.com training and exercises will provide you with advanced beginner knowledge of EXCEL and prepare you for further coursework in the Business Program. See LATTE for access to EXCEL training link. Although I will not monitor your excel training, you are required to use EXCEL in your graded HW, your memo, your globalization presentation, and your final paper.

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 analysis and questions in class. We use name cards to facilitate discussion (and grading) and we ask you to please sit in the same seat each class.
Other Classroom Ground Rules

1. **Computers are only allowed in class for limited purposes and on specific days.** Please bring your course book, printed cases, and notes to class for class discussion. (Cellphones are not allowed during class.)

2. **The course includes some “cold calling,” which is a random selection of a student to answer a question.** However, class participation grades are based on active and effective self-motivated participation.

3. **Simply speaking in class, offering an opinion, or stating obvious facts of a case is not sufficient to earn a strong participation grade.** You are graded based on your analysis and how your comments move the class conversation forward.

4. **Quizzes offer another way to demonstrate engagement with the material, especially for quieter students.**

5. **Expect polite pushback from me and/or your classmates.** You can do the same. With cases, I will often push back to get different ideas on the white board.

6. **Do not understand? Please ask. Frustrated about something? Please tell me; I welcome feedback.**

7. **I cannot spel. No laughing.**

Additional Ground Rules

- **Team work:** 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. Peer feedback is solicited after each team assignment.

- **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. EMAIL SUBJECT EXAMPLE: “Team #2_Feed Me! Presentation”

- **Late work and Professional Communications:** Because this is a business course, I will model the business environment as best as possible. Therefore, late submissions of work will result in reductions in your grade. I will expect you to email me from your brandeis.edu account and that your emails and work product meet professional standards in form and substance. For help, see LATTE for articles on business writing.

Grading

You will be graded on a combination of the following (60% individual/40% team):

**Contributions to class discussions (20%).** Class participation should demonstrate critical analysis of the reading. 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 participation in in-class exercises. If you’re unsure of how you’re doing, please attend TA office hours. TAs have taken the class previously and can offer feedback and suggestions for improvement.

**NOTE:** In a case-based course, learning happens through the give-and-take in the classroom. Each day immediately after class I record a class contribution score between 0 and 3 points for each student based on the quality (relevance, preparedness, insightfulness) of in-class comments.

**NOTE:** You are permitted two absences (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. If you are present but disengaged, the grade is 0. To earn a 3, provide an insightful response, clarify a concept for others, and connect ideas to other readings. Please do not attempt to monopolize or dominate the discussion. If you have perfect attendance but don’t contribute, your contributions grade will be C-.
Short Closed-Book Quizzes (10%). To balance external/extroverted forms of participating in class, I also include introverted forms. Quizzes should demonstrate learning from the Business Essentials readings and have been a successful way for students, especially quieter students, to boost their grade. However, quizzes are not a substitute for speaking in class. You will be required to complete 5 quizzes worth 2% each (multiple choice questions). These must be taken at the start of class on specified days and no make-ups will be allowed.

EXCEL Training & Quiz. I will provide an optional EXCEL quiz (2%) at the end of the semester, which can be used to replace your lowest short closed-book quiz, including a missed quiz, or to test your EXCEL competence. This 45 minute quiz is based on the completion of assigned Lynda chapters and exercises (which should take you 6 hours to complete) and will take place on Monday, November 26 at 7:00pm @ GZANG 122.

NOTE: EXCEL is useful when marketing yourself to employers, who often ask you to complete take-home excel-based assessments during the hiring process. You must utilize EXCEL in your graded HW, memo, globalization presentation, and final paper (attaching the excel file to all submissions). Failure to use excel effectively in these assignments is likely to result in a grade deduction.

A PowerPoint presentation, “Feed Me! Presentation” (5%), given in teams of 5-6 students (to be selected by the professor) on Tuesday, September 18, on one of the cafeterias or food stores on campus. Each presentation should last 6-8 minutes. See LATTE for assignment details. The presentation is due by email, with “CC” to your team, and due on LATTE on Sunday, September 16 at 7:00pm. Participation graded via Q&A and questions. Business attire is required.

A graded HW assignment on financial statement analysis using EXCEL (2%) to be done individually (without assistance from anyone). See LATTE for assignment details. The written portion and the EXCEL portion of the assignment must be submitted (as separate documents) on LATTE by Thursday, October 11 by 7:00pm with a stapled printed copy of both assignments handed in at the start of class on Friday, October 12th. Bring an additional copy for yourself.

Two/Three-page single-spaced memo and attachments using EXCEL (8%) to be prepared in teams of 2 students (to be selected by the professor). See LATTE for assignment details. The memo and attachments are due on LATTE on Monday, October 18 at 7:00pm, with a printed stapled copy due at the start of class on Tuesday, October 19th.

A midterm exam (25%). This is a closed-book exam that will not take place during normal class hours. Normal class hours will be cancelled on Friday, 10/26 and all students will take the midterm on Friday, October 26 @ GZANG 123 at 2:00pm. You will be asked questions about the reading materials covered and issues discussed in class. A calculator (separate from a laptop, smartphone, or a financial accounting calculator) will be required – no exceptions made.

A PowerPoint presentation on globalization (7%), given in teams of 6-7 students on Friday, November 16th & Tuesday, November 20th. Each presentation should last 10-12 minutes. 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 fill out sign-up sheet by 7:00pm on Wednesday, October 31 with team names and your proposed topic. 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 by email and on LATTE by 7:00pm on Wednesday, November 14, regardless of the day you present. See LATTE for assignment details. Business attire is required.
A short ethics essay, based on assigned readings on business ethics (2%). You will submit this essay on LATTE on Monday, December 3rd, at 7:00pm, with a printed stapled copy due at the start of class on Tuesday, December 4th. See LATTE for assignment details.

A final paper analyzing a business problem facing a real company (20%).
NOTE: The final paper must be done in teams of 3 students. You may not use the same topic for both the globalization project and the final paper.

You may pick your teammates, and your team must submit your teammate names on LATTE by 7:00pm on Wednesday, October 10th, please upload your outline on LATTE by 7:00pm on Thursday, November 1st and a stapled hardcopy in class on Friday, November 2nd. Your team can attend an optional final paper outline review session on Monday, October, 29th between 7pm-9pm (LOCATION TBD). Please upload your final paper and excel file on LATTE by 11:30am on Friday, December 14th and please hand-deliver a printed stapled copy to me between 10:00am and 12:00pm on Friday, December 14th (L257). Points deducted for late submissions.

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 use many paradigms superficially.

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; background on the company’s current status. Usually, 2-3 pages.

▪ This portion of the paper must be built on data and case histories selected from the business press, annual reports, and other reliable sources, including the ones listed below. As such, it is highly preferable that you choose a company whose stock is publicly traded.
▪ Before proposing a topic, do some preliminary research using one or more of the excellent resources available on-line through LTS. Begin by vising the Business Research Guide at http://brandeis.libguides.com/business. Click on the Company Info tab on this guide, and consult one or more of the links listed here. Your final paper should include information both about the industry and the company, using more than two of the sources from the LTS Business Guide.
Identification and analysis of a *business problem* the company is facing. Usually 5-6 pages.

- State the analytical purpose of the paper up front, i.e., the "question" you are addressing.
- What problem does this company have? How did the problem develop?
- Include a review of all major functional systems of the business to help you diagnose the root causes and sources of the problem.
- Provide both quantitative and qualitative data to describe the symptoms, scope and scale of the problem. Use Excel to make relevant calculations and create informative graphics.
- Include pertinent information from the firm’s financial statements and rely on the financial facts to clearly explain the scale and impacts of the problem.
- What have they done to address the problem and why does the problem persist?
- Use the topics in the course or in the textbook as a guide to focus on a specific aspect of the business that you will analyze. It is essential to use sources other than the company itself—newspapers, competitors, industry reports, Bloomberg, databases, etc. These will help you take a critical stance toward the company information.

Conclusions and recommendations. Usually, 4-5 pages.

- Based on your research and analysis, you must suggest what the company should *do* about the problem you studied. Be specific. Your recommendations must be “actionable”, *i.e.* responsible managers should know how to proceed after reading your paper. Most companies have multiple problems at any point in time. You should only concentrate and try to solve one of them. Good papers tend to dig deep, not wide.

Format and Content of the paper

- Please provide a title page that includes the names of the team members, company name, and a descriptive thematic subtitle (*e.g.* “Crown Cork & Seal, Inc.: Did Crown Cork Miss the Boat on Plastics?” rather than “Crown Cork and Seal, Inc.”).
- Next, provide a one-page Executive Summary that very briefly lays out your answers to the six questions listed earlier. This page is written for C-suite officers of the company, and must be titled “Executive Summary” and may not exceed one page.
- You need to cover the three required elements listed on the prior page. Having said that, use your best writing skills and editorial judgment to decide how to structure the paper, including use of subheadings. There is no one best way. Some excellent papers begin with a section laying out the factual case, followed by a section with analysis of the case. Other excellent papers weave the facts in and out of the analysis.
- All good papers, however, are driven by the analytical goals that are stated initially; these goals and the material itself should guide how you decide to present your argument. You must provide citations for factual information presented in the case, and clearly indicate when you are presenting the opinions and conclusions of the team.
- All papers should have a Works Cited using a Chicago Style formatting and should use either footnotes. For guidance see [http://guides.library.brandeis.edu/c.php?g=301723&p=2013447](http://guides.library.brandeis.edu/c.php?g=301723&p=2013447). Make sure you are consistent in applying the standards.
- Pay attention to the value of communicating financial and quantitative information with appropriate tables and graphs (you have seen good examples of such items in the case studies we have analyzed).
• Tables and graphs will ideally appear within the flow of the paper rather than as an appendix, and the
text should refer to and discuss the information contained in any graph or table. You must include at
least ONE graph or table that the team has created in Excel. Points will be deducted if there is no
original Excel graph in the paper. Excel-generated elements must be embedded within your
document and uploaded as a separate file. If you have nothing to say about a graphic, exclude it.
• Be aware that this paper should not be just a "case study" like those we read in class; those cases are
largely descriptive. Your paper should be more like a "case study plus analysis." On the other hand,
the cases we’ve read are excellent models of exposition and organization.
• Papers must double-spaced, have numbered pages, and use Times New Roman 11 point, with 1”
margins all around. There is no strict word or page count, but responding fully to the assignment
normally requires 12 to 15 pages of text, not counting exhibits, footnotes, references etc. If the paper
is considerably longer, edit down the extraneous or verbose elements.
• Your final paper should be uploaded in two formats– as a word and a PDF, including your appendix
and works cited in the same document. Your separate excel file (where you created your tables and
graphs and/or other excel work) should be uploaded also. You must submit a printed stapled copy.

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
7:00pm on Thursday, November 1st which a hardcopy due in class on Friday, November 2nd. If I approve your
outline, your team should begin writing your paper after receiving feedback. If there are concerns with your
outline, you will receive detailed feedback and a request to resubmit.

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 (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/

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 before the third class.

Severe Weather Days
On severe weather or snow days, check email at 7:00am to determine if classes will be held online via Zoom.
If you do not receive an email from me, please assume that classes are taking place on campus as expected.
### Course Outline

(See further pages for case discussion questions and LATTE for project/HW details)

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topics</th>
<th>Assignment</th>
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<td><strong>Introduction</strong></td>
<td><strong>Assignment</strong></td>
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<td>1</td>
<td>Fri 8/31</td>
<td>Introductory Reading</td>
<td>See LATTE/Email for reading assignment details (5pgs)</td>
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<td>+ Class Exercise</td>
<td>Note: Fill out BIOCARD form by 8/31 (see LATTE/Email for link)</td>
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<td>2</td>
<td>Tue 9/4</td>
<td>Management Readings</td>
<td>BE: Managing the Business (22pgs, CP# 5-27)</td>
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<td>BE: Operations Management (26pgs, CP# 39-65)</td>
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<td>See p.5 for discussion questions</td>
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<td>3</td>
<td>Fri 9/7</td>
<td>Case Analysis + Quiz 1, 2%</td>
<td>HBP: “Benihana” Case (16pgs, CP# 251-267)</td>
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<td>See p.5</td>
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<td>Note: Short quiz at the start of class. No make-ups.</td>
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<td>Tue 9/11</td>
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<td>Note: Begin preparing “Feed Me” Presentations. PPTs for all teams due on LATTE and by email on 9/16 by 7pm.</td>
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<td>4</td>
<td>Fri 9/14</td>
<td>Leadership/Organizational Behavior Reading + Case Analysis + Quiz 2, 2%</td>
<td>BE: Leadership and Decision Making (19pgs, CP# 187-206)</td>
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<td>HBP: “Army Crew Team” Case (10pgs, CP# 285-295)</td>
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<td>Note: Short quiz at the start of class. No make-ups.</td>
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<td>Tue 9/18</td>
<td>“Feed Me!” Presentations (TEAM), 5% (DUE 9/16)</td>
<td>See LATTE for presentation assignment details</td>
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<td>Note: Business attire is required. Decks due on 9/16 at 7pm.</td>
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<td>5</td>
<td>Tue 9/25</td>
<td>Marketing Reading + Class Exercise</td>
<td>BE: Marketing Processes &amp; Consumer Behavior (25pgs, CP# 81-106) See p.6</td>
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<td>(Brandeis Monday)</td>
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<td>Note: Last day to drop class is 10/17; req. permission by 10/11.</td>
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<td>6</td>
<td>Fri 9/28</td>
<td>Marketing Reading + Case Analysis</td>
<td>BE: Distributing &amp; Promoting Products (20pgs, CP# 119-139)</td>
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<td>HBP: “Under Armour” Case (6pgs, CP# 263-269)</td>
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<td>Tues 10/2</td>
<td>Marketing Reading + Case Analysis + Quiz 3, 2%</td>
<td>BE: Developing &amp; Pricing Products (21pgs, CP# 153-174)</td>
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<td>HBP: “Clean Edge Razor” Case (9pgs, CP# 275-284)</td>
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<td>See p.7-8</td>
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<td>Note: Short quiz at the start of class. No make-ups.</td>
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<td>Wed 10/3</td>
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<td>9</td>
<td>Fri 10/5</td>
<td>Financial Statement Analysis (FSA) + Financial Databases</td>
<td>Guest Lecturer: Jason Bernard&lt;br&gt;Associate Director of Academic Technology, IBS&lt;br&gt;&lt;br&gt;See p.8 + LATTE for homework assignment details&lt;br&gt;Note: Homework due on LATTE on 10/4 at 7pm.</td>
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<td>10</td>
<td>Tue 10/9</td>
<td>FSA Reading + Required Homework (10/8) + Final Paper Team Names (10/10)</td>
<td>BE: The Role of Accounting Information (21pgs CP# 219-240)&lt;br&gt;&lt;br&gt;See p.8 + LATTE for homework assignment details&lt;br&gt;Note: Fill out sign-up sheet on LATTE w/ final paper team names due 10/10 at 7pm.</td>
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<td>11a</td>
<td>Fri 10/12</td>
<td>Case Analysis + Graded Homework, 2% (10/11)</td>
<td>HBP: “Clarkson Lumber Company” Case (6pgs) See p.8&lt;br&gt;&lt;br&gt;See p.8 + LATTE for homework assignment details&lt;br&gt;Note: Graded homework due on LATTE on 10/11 by 7pm and a stapled hardcopy in class on 10/12.</td>
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<td>11b</td>
<td>Fri 10/12</td>
<td>Financial databases for business research, pt.2 @IBS Bloomberg Lab 10/12 @ 1:00pm</td>
<td>Lecturer: Jason Bernard&lt;br&gt;Note: One student per final paper team MUST attend this special session held in the IBS Bloomberg Lab (next to room 54). Sign-up on LATTE by 10/10 at 7pm.&lt;br&gt;Note: Begin research on topic! Outline due on 11/1 at 7pm.</td>
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**Executing Corporate Strategy**

| 12    | Tue 10/16 | Industry Analysis + Quiz 4, 2% | HBP: “The Five Competitive Forces that Shape Strategy” (15pgs, CP# 307-322) See p.9<br>Note: Short quiz at the start of class. No make-ups. |
| 13    | Fri 10/19 | Case Analysis + Memo (TEAM), 8% (10/18) | HBP: “Apple in 2010” Case (20pgs, CP# 327-347)<br><br>See p.9 + LATTE for memo assignment details<br>Note: Memo due on LATTE on 10/18 by 7pm and a stapled hardcopy in class on 10/19. |

**Midterm**

| 14    | Tue 10/23 | Midterm Review | Note: Bring a non-financial calculator for the review! See [here](#) for example. |
| 15    | Fri 10/26 | Midterm, 25% @GZANG 123 TIME: 2:00pm | MIDTERM will cover everything to this point; **Only non-financial calculators allowed.**<br><br>**NOTE: CLASS WILL NOT TAKE PLACE. INSTEAD, ALL STUDENTS WILL MEET ON 10/26 @ 2PM TO TAKE MIDTERM.** |

**Optional Final Paper Outline Review Session**

| Mon 10/29 | | Bring your outlines to TA office hours for review or support.<br>Note: One-page outline w/initial biblio. for final paper due on LATTE on 11/1 @7pm and a stapled hardcopy on 11/2. |

**Entrepreneurship**

<p>| 16    | Tues 10/30 | Entrepreneurship Reading + Team Homework (10/29) + Globalization Topic/Teams | BE: Entrepreneurship, New Ventures, and Business Ownership (23pgs) + LATTE: Zipcar (14pgs)&lt;br&gt;&lt;br&gt;See p.9-10 + LATTE for team homework assignment details&lt;br&gt;Note: Sign-up on LATTE w/topic &amp; team names by 10/31 @7pm |</p>
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<td><strong>Entrepreneurship Continued</strong></td>
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<td>17</td>
<td>Fri 11/2</td>
<td>Class Simulation</td>
<td>See LATTE for simulation homework assignment details</td>
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<td>+ Prep. Homework (11/1)</td>
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<td>+ Final Paper Outline (TEAM)</td>
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<td><strong>Note:</strong> Homework due on LATTE on 11/1 at 7pm.</td>
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<td><strong>Note:</strong> Outline due on LATTE on 11/1 by 7pm and a stapled hardcopy in class on 11/2.</td>
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<td>18</td>
<td>Tue 11/6</td>
<td>Global Marketing Reading</td>
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<td>+ Case Analysis</td>
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<td>+ Quiz 5, 2%</td>
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<td><strong>HBP:</strong> “Global Marketing” (21pgs)</td>
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<td>+ HBP: “Netflix: International Expansion” (9pgs) See p.10</td>
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<td><strong>Note:</strong> Short quiz at the start of class. No make-ups.</td>
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<td>19</td>
<td>Fri 11/9</td>
<td><strong>Business in the Global Economy</strong></td>
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<td>20</td>
<td>Tue 11/13</td>
<td><strong>Case Analysis</strong></td>
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<td>“Levendary Café: The China Challenge” Case (13pgs)</td>
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<td>See p.10-11</td>
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<tr>
<td>21</td>
<td>Fri 11/16</td>
<td>+ Globalization Presentation (TEAM), 7% (DUE 11/14)</td>
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<td>Business attire is <strong>required on both days</strong>, even if you are not presenting. PPTs due for all teams on LATTE and by email on 11/14 at 7pm.</td>
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<td>22</td>
<td>Tue 11/20</td>
<td>+ Globalization Presentation (TEAM), 7% (DUE 11/14)</td>
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<td>Business attire is <strong>required on both days</strong>, even if you are not presenting. PPTs due for all teams on LATTE and by email on 11/14 at 7pm.</td>
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<td>Fri 11/23</td>
<td><strong>No Class</strong></td>
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<td>23</td>
<td>Mon 11/26</td>
<td><strong>Career Development</strong></td>
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<td>Optional Excel Quiz</td>
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<td>11/26 @ 7pm</td>
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<td><strong>Note:</strong> Excel quiz can be used to replace your lowest short closed-book quiz, including a missed quiz, or to test your EXCEL competence (which I can speak to in any reference.)</td>
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<td>24</td>
<td>Tue 11/27</td>
<td><strong>Team Chemistry:</strong></td>
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<td>See LATTE for reading assignment details</td>
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<td>(9pgs)</td>
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<td>25</td>
<td>Fri 11/30</td>
<td><strong>Class Speakers: Career Path</strong></td>
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<td>See LATTE for speaker details</td>
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<td>26</td>
<td>Tue 12/4</td>
<td><strong>Ethics</strong></td>
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<td>Ethics Reading</td>
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<td>+ Short Ethics Essay, 2%</td>
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<td><strong>BE:</strong> Prof. Sherman note on business ethics (9pgs)</td>
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<td><strong>HBP:</strong> Blood Bananas (14pgs)</td>
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<td>See LATTE for essay + reading assignment details</td>
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<td><strong>Note:</strong> Short online essay due on LATTE on 12/3 at 7:00pm; stapled hardcopy due in class on 12/4.</td>
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<td>26</td>
<td>12/7</td>
<td><strong>Ethics Discussion Continued</strong></td>
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<td>See LATTE for reading assignment details</td>
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<td>27</td>
<td>Tue 12/11</td>
<td><strong>Ethics Discussion Continued</strong></td>
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<td>+ Final Paper</td>
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**Final paper**

Note: Please hand deliver the COMPLETE FINAL PAPER to me on **Friday, December 14 between 10:00am and 12:00pm (LEMBERG 257)**. Also submit a copy online on LATTE/TurnItIn by 11:30am deadline. Points will be deducted for late submissions.
STUDY QUESTIONS

In addition to the assigned readings, here are the principal study/discussion questions to complete before coming to class. Do not hand in responses to discussion questions. Project and assignment details can be found on LATTE.

On Tuesday, 9/4, we will discuss the Business Essentials readings: Managing the Business and Operations Management & Quality.

Discussion Questions:

1. Identify and explain the three basic steps of strategy formulation.
2. Describe the difference between leadership and management.
3. Identify three different types of utility and describe each one briefly.
4. Choose three different businesses that you frequent and rate the quality of their service or product on a scale of 1-5, with 1 being poor quality and 5 being high quality. Explain the standard that you applied for each business to determine quality. Was it the same standard, or did you apply a different standard to each one? If so, why?
5. If you were a member of a quality improvement team at your college, what would be five specific high-impact recommendations that you would support? Of those five, which two would be the most important, and briefly explain what strategies you might employ as a college administrator to implement those two recommendations.

On Friday, 9/7, 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.

Discussion Questions:

1. What is the Benihana concept? What attracts customers to its restaurants?
2. How does its business strategy determine operations capabilities (refer to the operations chapter reading)?
3. How does Benihana’s cost structure differ from that of a typical sit-down restaurant?
4. Examine the production system in detail. It may help if you draw a process flow diagram (refer to operations chapter reading) that identifies how customers pass through the system, where key operations are done, how food is handled, etc.)
5. What are the major design choices which generate operating efficiencies?
6. What activities, if any, are meant to ensure the service meets quality standards (refer to operations chapter reading)?

On Friday, 9/14, we will discuss “The Army Crew Team” and the Leadership and Decision Making reading.

Case Summary
The coach of the varsity Army crew team at West Point assembled his top eight rowers into the first crew team and the second tier of rowers into the second team using objective data on individual performance. As the second boat continually beat the first boat in races, the coach attempted to discern the team dynamics causing these aberrant results.

Discussion Questions:
1. Describe the five types of power. Which type or types have your previous or current supervisors exercised?
2. When is task-focused leader behavior most important? When is it more important for a leader to exhibit employee-focused behavior?
3. The impact of virtual leadership is likely to grow in the future. As a potential follower in a virtual leadership situation, what issues would be of most concern to you? What would the issues be from the perspective of the “leader” role in such a situation?
4. What kind of power does the Coach P have? What type of leadership is at play in the case – either from the coach or the player? What are the decision-making conditions? (Refer to the Leadership chapter reading.)
5. Why does the Varsity team lose to the JV team?
6. What should Coach P. have done differently earlier in the season to resolve this problem? At exactly what point should he have intervened differently?
7. At the end of the case, what action should Coach P. take on Tuesday? Why do you recommend this action? How should he implement this action? Please be specific.
8. How would you compare the Army Crew team to other types of organizational teams? What are the key similarities and differences? What lessons can we learn from the Army Crew team?

On Friday, 9/21, we will discuss the Business Essentials Reading: Marketing Processes and Consumer Behavior.

Discussion Questions:
1. What are the five forces in the external marketing environment?
2. Select three everyday products. Show how these different products might be aimed toward different market segments. Explain how the marketing mix differs for each segment.
On Friday, 9/28, we will discuss the Business Essentials Reading: Distributing and Promoting Products. We will also discuss “Under Armour.”

Discussion Questions:

1. What are the three distribution strategies for market coverage? When is each most appropriate?
2. Select four different kinds of advertising media and compare the advantages and disadvantages of each.
3. Should Under Armour continue targeting and growing the female market segment? Or should it target a broader population to gain more traction on Nike and get closer to the number one spot? Explain.
4. Should Under Armour keep paying famous athletes to be part of its advertising campaigns or should it use more everyday people? Explain.
5. Should the next campaign be run on multichannel platforms or should Under Armour solely focus on channel, such as television or online advertisement?

On Tuesday, 10/2, we will discuss the Business Essentials reading: Developing and Pricing Products. We will also discuss “Clean Edge Razor.”

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.

Discussion Questions:

1. How does breakeven analysis help managers measure the potential impact of prices?
2. How is the concept of value package useful in marketing to consumers and industrial consumers?
3. Describe the four stages of the product life cycle and the marketing mix that is used in each.
4. What changes are occurring in the nondisposable razor category? Assess Paramount’s competitive position. What are the strategic life cycle challenges for Paramount’s current products as well as for Clean Edge?

5. How is the nondisposable razor market segmented? Examine consumer behavior for nondisposable razors.

6. What are the argument for launching Clean Edge as (a) a niche product and (b) a mainstream brand? Which you recommend? What are the strategic implications of your recommendations?

7. Based on your positioning strategy, what brand name and marketing budget allocations would you advise?

On Friday, 10/5, 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 homework assignment.

Bring your laptops. The follow-on session in the Bloomberg lab will be on Friday, 10/12 @1pm.

On Tuesday, 10/9, we will discuss the Business Essentials Reading: The Role of Accountants and Accounting Information.

Homework:

Please go to this site: http://www.kelloggs.com/en_US/home.html. At the top near the center, click the tiny link “Company Site”. On the drag down menu, click “Investor Relations”. Below the menu bar, to the left of the current stock quote, is a section in blue, “Interactive Analyst Center.” Click the tiny link “See Analyst Center” within that box. You will see a disclaimer and some disclosure language; scroll 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 (just keep scrolling to find them). We’ll use the yearly data. See LATTE for the homework assignment.

On Friday, 10/12, we will discuss “Clarkson Lumber Company”.

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.

Discussion Questions:
1. Why does this profitable company need to borrow money?

2. How has Mr. Clarkson met the financing needs of the company over the past few years?

3. During this period, has the financial strength of the company improved or deteriorated?

On Tuesday, 10/16, and on Friday, 10/19, we will discuss “The Five Competitive Forces that Shape Strategy” and “Apple in 2010.”

Case Summary
April 4, 2010, Apple Inc. launched the iPad, the company's third major innovation released over the last decade under its iconic CEO Steve Jobs. Apple’s strategy of shifting its business into non-PC products had thrived so far, driven by the smashing success of the iPod and the iPhone. Yet challenges abounded. Macintosh sales in the worldwide PC market still languished below 5%. Growth in iPod sales was slowing down. iPhone faced increasing competition in the smartphone industry. And would Apple’s latest creation, the iPad, take the company to the next level?

Discussion Questions:


2. Profitability is a metric used in competitive forces analysis. The higher the forces the lower the profits and conversely the lower the forces the higher the profits. Why are profits important and how are they calculated?

3. What, historically, have been Apple’s competitive advantages?

4. Analyze the personal computer industry. Are the dynamics favorable or problematic for Apple? How did the competitive forces shaped Apple’s success/failure?


6. What are the prospects for the iPad?

7. Porter suggests that a company “shape forces in its favor.” What forces can Apple shape and how?

On Tuesday, 10/30, we will discuss Business Essentials reading: Entrepreneurship, New Ventures, and Business Ownership. We will also discuss a reading on Zipcar, found on LATTE.

Discussion Questions:

1. What are the basic forms of noncorporate business ownership? What are the key advantages and disadvantages to each?
2. After considering the characteristics of entrepreneurs, do you think that you would be a good candidate to start your own business? Why or why not?

3. Would you prefer to buy an existing company or start from scratch? Explain.

4. Why might a closely held corporation choose to remain private? Why might it choose to be publically traded?

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**On Tuesday, 11/6, we will discuss HBP reading on marketing and “Netflix: International Expansion.”**

**Case Summary**

Netflix adopted an aggressive growth strategy to establish itself as a global force in the video streaming industry. To solidify its position as an industry leader, Netflix invested heavily in the production of in-house content. In January 2016, to deal with slow growth in the domestic market, the company announced an aggressive expansion of its services into a total of 190 countries, thereby giving Netflix coverage over nearly the entire world. International expansion did not come without its challenges. Netflix faced regulatory compliance issues in its targeted markets, competition with domestic competitors, and the need to satisfy local preferences. Was the enormous cost of such an aggressive expansion strategy the right direction for the company?

**Discussion Questions:**

5. Analyze the overall profitability of the industry in which Netflix is operating using the Porter’s Five Forces model.

6. Conduct a SWOT analysis for Netflix, and provide strategic suggestions based on that analysis.

7. Define Netflix’s competitive advantage. Why is Netflix so successful?

8. How would you recommend that Netflix overcome its challenges in the international market?

9. Moving forward, what future strategic initiatives might Hastings consider?

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**On Tuesday, 11/13, 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.

**Discussion Questions:**

1. What is your evaluation of the way Levendary Café has entered the China market?
2. 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?

3. 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?