BUS 10a (sections 1 and 2)

FUNCTIONS OF THE CAPITALIST ENTERPRISE

COURSE SYLLABUS

Spring 2020

Class Hours: Section 1: Monday and Wednesday, 2:00 – 3:20 pm
Section 2: Monday and Wednesday, 3:30 – 4:50 pm

Location: Lemberg 54

Office: Lemberg 259

Office Hours: Tuesdays, 1:00 – 3:00 pm, and by appointment

TA: Section 1: Claudia Vacirca cvacirca@brandeis.edu
Section 2: Elan Kawesch ekawesch@brandeis.edu

EDWARD BAYONE
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ebayone@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 business in the global economy, an executive speaker series and 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 cases
(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 a business textbook, a collection of Harvard Business School cases and articles, and a book written by one of our guest speakers.

- Available at the bookstore is the 12th edition of Business Essentials by Ronald J. Ebert and Ricky W. Griffin (Prentice Hall, 2019). If you choose to purchase the book elsewhere, do NOT purchase an electronic copy as I do not allow the use of laptops during class nor during the midterm exam, which is open book. Bring the book to every class where chapters have been assigned as readings.

- HBS cases and articles purchased on line: https://hbsp.harvard.edu/import/680723 Print out hard copies and bring them to class (as I do not allow the use of laptops in class nor during the midterm exam).

- Available on Amazon.com (and elsewhere) is an excellent book written by one of our guest speakers, Aron Ain, Chairman and CEO of Kronos Corporation, headquartered in Lowell, MA. It is entitled, Work Inspired: How to Build an Organization Where Everyone Loves to Work (McGraw Hill, 2019). You may read it at any point in the course but certainly in advance of class on April 22 when Mr. Ain will be our guest speaker.

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 (52% individual/48% team):

Class Participation (25%) I keep a record of class participation for each student and determine a grade based on the quality of in-class comments. Midway through the course, we should meet so I can offer feedback. See “Notes” below for deductions in this grading element for more than two absences.

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 LATTE and p.11 for details. The memo is due at the start of class on Monday, February 3, with a copy submitted electronically on LATTE.

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

A homework assignment on “Clarkson Lumber Company” using EXCEL (2%) to be done individually (without assistance from anyone). The first part must be submitted electronically to your TA by 10 pm on Tuesday, February 25; the second part must be handed in at the start of class on Wednesday, February 26. For details, see p.12 and LATTE.

A midterm exam (25%) This is a written open-book exam that will take place during normal class hours, but in a different location, on Monday, March 16. You will be asked questions about the materials covered and issues discussed in class.

A PowerPoint presentation on globalization (12%), given in teams of 5 students on Monday, March 30, and Wednesday, April 1. 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 p.m. on Thursday, March 26 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 email me their PPT deck by 9 am on Monday, March 30, regardless of the day you present. Business attire is required for both days.

A final paper analyzing a publicly-traded US company (25%) The paper must be done in teams of 2 students. It is due by noon on Monday, May 4. Please email me your team membership and proposed company by 11 pm on Tuesday, March 17. See below on “Final Paper” for details.

Notes
• 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 do not participate in class discussions, your grade for this element will be C-.

• 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. Please list your section (1 or 2) in the subject of your email.
Final Paper (two students per team)

The final paper is an opportunity to jointly write a paper on a publicly-traded U.S. company, bringing to your analysis the skills you have acquired in business fundamentals (marketing, operations, financial analysis, strategy and organizational behavior) and in research tools, including Bloomberg.

The assignment is to write a 4-5 page single-spaced paper (footnotes at the bottom of each page), plus an appendix. Please number the pages and use Times New Roman, font size 11, 1” margins all around.

The paper should be organized into six sections:

1. **Background.** State the name of the company, its stock market symbol, what business it is engaged in, what industry it serves, when and where it was incorporated, where it is headquartered, where it has significant US or international operations, what its total sales are and, if available, its market share. *(Maximum ½ page)*

2. **Management.** Who are the principal C-suite officers? Has this team been in place for years or has there been recent turnover? Does management enjoy the confidence of the investor community? (The stock price may be an indicator.) *(Maximum ½ page)*

3. **Business and Strategy.** Analyze the company’s strategic goals (and if they have recently changed), how the firm is positioned to achieve those goals (SWOT analysis), what the forces are that influence profitability in the industry and how the company is positioned to neutralize some of those forces (Porter’s 5 Forces analysis). Then explore the marketing strategy with a focus on the marketing mix (a 4 Ps analysis). *(Maximum 2 ½ pages)*

4. **Financial Analysis.** Discuss the strengths and weaknesses of the balance sheet and income statement. What have been the trends? How has the stock fared over the past few years, especially in relation to its industry peers? Do not embed more than one chart in this section; instead, refer the reader to relevant exhibits. *(Maximum 1 page)*

5. **Conclusion.** In one or two paragraphs, pull all the pieces together to give an overall picture of the company. *(Maximum ½ page)*

6. **Appendix.** This section should include exhibits referenced in the main body of the paper. Then include a page in which you briefly discuss each member’s contribution to the paper. Finally, end with a Works Cited page. Use Chicago-Style citations, see: [http://guides.library.brandeis.edu/citations/chicago](http://guides.library.brandeis.edu/citations/chicago)

*As appropriate, please use throughout the paper the resources that Jason Bernard has taught us.*

Please email me your team membership and proposed company by 11 pm on **Tuesday, March 17**. I will let you know within 48 hours if I approve your choice of company.

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

The paper is due on **Monday, May 4**. 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), let me know so we can determine if an Incomplete is the best path to follow. Bring a hard copy of the paper to my office that day, between the hours of 9 am and noon. Also, by that deadline, electronically submit a copy on LATTE.
**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](https://www.brandeis.edu/studentlife/srcs/rr/2016-17%20RR%20.pdf)) for all policies and procedures related to academic integrity. You will 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. For citation and research assistance, see: [https://lts.brandeis.edu/research/help/](https://lts.brandeis.edu/research/help/)

**Office Hours**

You may see me during my regular office hours (Tuesdays 1-3 pm) or by appointment. To avoid a wait, it’s always best to request a time by email, even during office hours.

**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)*

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<th>Class</th>
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<th>Topics</th>
<th>Assignment</th>
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<tr>
<td>1</td>
<td>Mon 1/13</td>
<td>Introduction</td>
<td>Bring in your BIOCARD (see LATTE)</td>
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<td></td>
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<td><strong>Managing the Business</strong></td>
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<td>2</td>
<td>Wed 1/15</td>
<td>The Management Process</td>
<td><strong>BE:</strong> “Managing the Business,” Chapter 5</td>
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<td>**Organizing the Business,” Chapter 6</td>
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<td><strong>Filling Market Needs</strong></td>
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<td>3</td>
<td>Wed 1/22</td>
<td>Marketing Goods and Services (part one)</td>
<td><strong>BE:</strong> “Marketing Processes and Consumer Behavior,” Chapter 11</td>
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<td>4</td>
<td>Mon 1/27</td>
<td>Case Analysis</td>
<td><strong>“Reebok International Ltd.”</strong></td>
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<td>5</td>
<td>Wed 1/29</td>
<td>Marketing Goods and Services (part two)</td>
<td><strong>BE:</strong> “Developing and Pricing Products,” Chapter 12</td>
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<td>“Distributing and Promoting Products,” Chapter 13</td>
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<td>See LATTE for videos to watch</td>
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<td>6</td>
<td>Mon 2/3</td>
<td>Case Analysis and <strong>Team Assignment</strong></td>
<td><strong>“Clean Edge Razor: Splitting Hairs in Product Positioning”</strong></td>
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<td>See p.11 and LATTE for specifics on team assignment, which must be submitted electronically prior to class on LATTE.</td>
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<td><strong>Creating and Delivering Value</strong></td>
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<td>7</td>
<td>Wed 2/5</td>
<td>Operations Management</td>
<td><strong>BE:</strong> “Operations Management and Quality,” Chapter 7</td>
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<td>See LATTE for two videos to watch</td>
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<td>8</td>
<td>Mon 2/10</td>
<td>Case Analysis</td>
<td><strong>“Benihana of Tokyo”</strong></td>
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<td>See p.11 for the study guide.</td>
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<td>See p.12 for instructions and due dates for “Feed Me!” (You have a deliverable to me by 8 pm tonight.)</td>
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<td>9</td>
<td>Wed 2/12</td>
<td><strong>“Feed Me!”</strong></td>
<td><strong>Business attire is required.</strong></td>
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<td><strong>Team Presentations</strong></td>
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<td>10</td>
<td>Mon 2/24</td>
<td>Financial Statement Analysis</td>
<td><strong>BE:</strong> “The Role of Accountants and Accounting Information,” Chapter 15, pp.489-498</td>
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| 11    | Wed 2/26 | **Case Analysis and Individual Assignment**| **“Clarkson Lumber Company”**   
See p. 12 and LATTE for the individual assignment, part due by 10pm on 2/25 and part due at the start of class on 2/26. |  |
| 12    | Mon 3/2  | **Financial databases for business research, part 1** | Guest Lecturer: Jason Bernard   
*Associate Director of Academic Technology, IBS*   
See LATTE for the assignment.   
Please bring your laptop to class. |  |

**Executing Corporate Strategy**

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| 13    | Wed 3/4  | **Case Analysis**                         | **“Crown Cork and Seal in 1989”**   
**“The Five Competitive Forces that Shape Strategy”**   
See p.13 |  |

**Organizational Behavior**

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| 14    | Mon 3/9  | Management and Leadership                | **BE:** “Employee Behavior and Motivation,” Chapter 8   
**“Leadership and Decision Making,”** Chapter 9 |  |
| 15    | Wed 3/11 | **Case Analysis and Midterm Review**     | **“Taran Swan at Nickelodeon Latin America (A)”**   
See p.13   
Please bring your laptop to class. |  |

**Midterm exam**

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| 16    | Mon 3/16 | **MIDTERM** (normal class time but held in a different location) | Exam is open book, so bring all course materials and notes, as well as a calculator (but you may not use a laptop or smartphone).   
Send me your team membership and proposed company for the final paper by 11 pm on Tues 3/17. |  |

**Business in the Global Economy**

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| 17    | Wed 3/18 | **Case Analysis**                         | **“Kyocera Corporation”**   
**BE:** “Understanding the Global Context of Business,”   
Chapter 4, pp.121-8   
See p.13 |  |
| 18    | Friday 3/20 | **Financial databases for business research, part 2** | Guest Lecturer: Jason Bernard   
One student per final paper team should attend the session in the Bloomberg lab, lower level of Lemberg. |  |
| 19    | Mon 3/23  | **Case Analysis**                         | **“Levendary Café: The China Challenge”**   
See p. 14 |  |
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Please bring your laptop to class. Email me your proposed globalization topics and teams by 8pm on Thursday 3/26. |
| 21    | Mon 3/30   | GLOBALIZATION PRESENTATIONS            | Business attire is required, even if you are not presenting.              |
| 22    | Wed 4/1    | GLOBALIZATION PRESENTATIONS            | Business attire is required, even if you are not presenting.              |
|       |            | Executive Speaker Series               |                                                                           |
|       |            |                                       | BE: “Leadership and Decision Making,” Chapter 9 (review)                   |
|       |            |                                       | Our first guest is a retired 4-star admiral who served as Commander in Chief of the US Atlantic Fleet, in charge of over 200,000 sailors and mariners. Since retiring, the Admiral has worked on Wall Street in investment banking and as a founder of three technology-based businesses, two of which he has sold to Boeing. The third company is Noragh; a link to it is provided below. |
https://noragh.com/                                                     |
<p>| 24    | Mon 4/20   | Prof. Kathryn Graddy, Dean, International Business School | Prof. Graddy came to Brandeis in 2007 from Oxford University where she was a fellow of Exeter College. Prior to Oxford, she was Assistant Professor of Economics at the London Business School. She received her PhD in Economics from Princeton University and an MBA from Columbia University. Prior to her doctoral studies, she was a commodities trader at Cargill. Her research interests are in the fields of the economics of art and culture and industrial organization. Recent work has been in the areas of creativity of artists, auction guarantees, behavioral economics of auction prices, and investment returns to violins. See LATTE for assignment. |</p>
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Watch these brief interviews of Mr. Sloane: https://www.youtube.com/watch?v=-1S-o9mRnk4 https://www.youtube.com/watch?v=B9Y3J8GgIow  
For background on the bank, see: http://investors.centurybank.com/CorporateProfile  
Read Mr. Sloane’s message in the annual report. I will provide the link when the report is published. |
| 26    | Mon 4/27| Aron Ain, Chairman and CEO, Kronos Corporation | Work Inspired: How to Build an Organization Where Everyone Loves to Work (required reading)  
Year after year, Kronos is regarded as one of the best places to work in Massachusetts due to its world-class corporate culture. Aron Ain, the company’s Chairman and CEO, has written a book about this culture. To me, the book is more than that. It’s a capstone reading for our course that touches on all aspects of running a company, infused by a world-class culture: marketing and sales (e.g., shift to “verticalization”), corporate strategy (e.g., the disruptive innovation of Workforce Dimensions), leadership (e.g., Courage to Lead), management (e.g., MEI), finance (private vs. public ownership), business ethics (e.g., viewing employees as key stakeholders in the enterprise), and operations (e.g., how Kronos thought about the move to, and configuration, of its new headquarters building).  
Come prepared to discuss the book with Aron Ain. |

**Business Ethics + wrap-up**

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| 27    | Wed 4/29| Case Analysis + course wrap-up | “Parable of the Sadhu”, see p.15  
recommended readings  
- Prof. Sherman note on business ethics (see LATTE)  
Please bring your laptop to class. |

Note: Please hand-deliver the final paper to me on Monday, May 4, between 9 am and noon. Also, submit a copy electronically on LATTE by the noon deadline.
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.

On Wednesday, 1/15, we will discuss the management process.

In chapter 5, “Managing the Business,” pay special attention to the sections “Types of Strategy” and “Formulating Strategy” for the following:

Visit the Netflix website https://www.netflix.com/. (If you have a Netflix account, log out of it to see this link correctly.) Scroll to the bottom of the screen, click “Investor Relations” and select “Long Term View.”

➢ What is your view of the homepage?
➢ Judging from their “Long Term View,” what does Netflix see as its long-term objectives?

Now go back and click “SEC Filings” at the bottom of the screen. From there, go to the box “All Form Types”. Click annual filings. Choose the WORD version of the January 29, 2019, “10-K Annual Report”. Navigate to “Item 1. Business” and read “About Us”, focusing especially on the paragraph that starts “Our core strategy…”

➢ Be prepared to discuss this strategy in light of the text reading and Netflix’s long-term view.

On Wednesday, 1/22, we begin our section on marketing.

➢ What is the "marketing mix" at Netflix?
➢ Rank the 4 P’s in order of importance and be ready to explain your thinking.

On Monday, 1/27, we will discuss “Reebok International, Inc.”

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

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 Monday, 2/3, we will discuss “Clean Edge Razor.” See LATTE for the team assignment due at the start of class, with a copy submitted electronically prior to class on LATTE.

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 Monday, 2/10, 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 that generate operating efficiencies?
Wednesday, 2/12, using PowerPoint, you will be presenting in teams of 5 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 textbook, 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 pm on Monday, 2/10, with your choice of cafeteria or store. I cannot guarantee your choice if another team has already selected it.

You MUST email me your PPT slides by 9 am on Wednesday, 2/12.

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).

On Wednesday, 2/26, we will discuss “Clarkson Lumber Company.” See LATTE for the individual assignment, which assumes a basic knowledge of EXCEL.

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 been 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 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 Monday, 3/2, Jason Bernard (Associate Director of Academic Technology at IBS) will teach us about the various financial databases available at Brandeis; you will be expected to make use of 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, 3/20. I strongly recommend that one of the team members on the final paper attend this second session.
On Wednesday, 3/4, 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.)
- What are the strategic issues that William Avery needs to consider? What strategic options are open to him?

On Wednesday, 3/11, we will discuss “Taran Swan at Nickelodeon Latin America (A)” and end the class with a midterm review. Please bring your laptop to class.

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 has to leave the company’s headquarters for her home in New York because her four-month pregnancy has 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 had on the culture?
- What actions should she take at the end of the case? Should she assign an interim director?

On Wednesday, 3/18, 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?
Case Summary

The case describes the establishment of Levendary Cafe’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 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 Cafe 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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Case Summary

Grupo Bimbo, a leading global player in the baking industry, has expanded into China while at the same time undertaking initiatives to make its US and South American operations more profitable.

Study Questions

- How do Porter’s 5 forces help explain the company’s challenges in the US market for its bread products? Please focus on Buyer power, Supplier power, and the risk of Substitutes.
- How should Grupo Bimbo respond to the challenges in the US market?
  1. Acquire a major competitor? If so, which one?
  2. Continue to acquire regional bakers and their brands?
  3. Focus on driving more revenue from their existing brands?
  4. Exit the market?
- Should Grupo Bimbo be entering China?

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On Monday, 3/30, and Wednesday, 4/1, 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 emailed to me by 9 am on 3/30, regardless of the day you present.
On Wednesday, 4/29, 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. Please bring your laptop to class.

Study Questions

➢ Why does Bowen McCoy now feel the way he does?
➢ What responsibilities did he have at the time?
➢ Did he do the right thing?
➢ Why did he act the way he did?
➢ What lessons can be learned from this article that are applicable to the business world?

In addition, I recommend two readings to deepen your understanding of business ethics and to provide a helpful context for the case discussion. These are shown on p.9.

REMINDER: Please hand-deliver the final paper to me on Monday, May 4, between 9 am and noon. Also, submit a copy electronically on LATTE by the noon deadline.

date of syllabus: 12/2/19