BUS 10a (s3)
FUNCTIONS OF THE CAPITALIST ENTERPRISE

COURSE SYLLABUS
Fall 2016
(as of 23 August 2016)

Class Hours: Tuesdays and Thursdays, 5:00 – 6:20 p.m.

Location: Lemberg 054

Office: Sachar 1C (at far end of computer cluster)

Office Hours: Tuesdays and Thursdays, 3:30 – 5:00 p.m.
and by appointment

TA: Jonathan Turner  turnerj@brandeis.edu

Robert Carver, Ph.D.
Senior Lecturer
(781) 775-5493 (mobile; preferred)
rcarver@brandeis.edu
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, operations, finance, strategy, and organizational behavior. The second half applies this knowledge to (1) business in the global economy, (2) the data-driven “new economy” and (3) dimensions 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 a range of business issues
4. to learn how to read, analyze, and discuss business school case studies
5. to develop oral presentation skills for business

**Prerequisite:** BUS 6a (Financial Accounting), which may be taken concurrently with BUS10a.

**Required Materials**

The course uses a new Pearson custom book (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) and a code to access on-line content.

In addition to the custom book, you will need to access the Harvard Business School Publishing website in order to purchase an on-line business simulation (Benihana) and two business school cases (“Netflix: Leading with Data” and “Google Inc in 2014 (abridged)”). There is a separate charge for these materials, which will be found at: [http://cb.hbsp.harvard.edu/cbmp/access/51151214](http://cb.hbsp.harvard.edu/cbmp/access/51151214).

Additional readings will be posted on LATTE.

This syllabus is lengthy, because it provides detailed daily information. Follow the syllabus closely to guide your reading and preparation.

**Teaching Methods**

This course uses assigned readings, case studies, class discussions, and lectures to address key issues in management. Because this course is based on the **case method**, class participation by all students is essential. In order for this method to work, everyone must prepare the case and readings thoroughly. This allows us to conduct **analytical**, rather than **descriptive**, discussions. Opinions should be informed by the readings and analysis based on the case facts. 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.

**Workload expectation**

As BUS 10a 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, papers, discussion sections, preparation for exams, research, etc.).
CustomGuide Software for Excel training (www.customguide.com)

Most important business decisions rely on both quantitative and qualitative analyses, and Excel is a “go to” tool for analyzing financial and other quantitative data. As part of BUS10a, you’ll acquire a core set of skills – including the confidence and ability to continue your own learning of this particular standard software tool. Early in the course I will provide you with Login instructions. See “Grading” section below for further information.

To create the foundation, we have acquired access to a suite of self-paced tutorials covering a variety of popular software products. As a registered student, you are free to explore any of these, but for this course you are required to complete two modules designed specifically for BUS 10a. Through this online tutorial, in combination with several homework assignments, you should leave our class with a working knowledge of Excel and with the ability to put it to work for you in later Business courses.

A note about laptops, tablets, and smartphones in class: In some of our sessions it will be helpful to have your favorite electronic device in class to take notes, refer to LATTE, etc. For some students, though, these devices may be irresistible distractions. Staring attentively at a screen, surreptitiously keyboarding are an announcement that you hope I’ll call on your for a detailed case commentary. KNOW THYSELF. If the electronics are addictive, leave them in your backpack.

LET THIS CLASS BE A BI-WEEKLY RESPITE FROM THE TYRANNY OF TEXT MESSAGES, FACEBOOK, TWITTER OR OTHER FORMS OF ENSLAVEMENT AND ADDICTION.

Grading:
You’ll earn your course grade through the following activities which are described in detail in the section “Assignments, Study Questions and Daily Preparation” starting on page 8 below. In all, 60% of the grade depends on individual work, and 40% on team work.

Contributions to class discussions (25%) 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 5 points for each student based on the quality (relevance, preparedness, insightfulness) of in-class comments. When you are absent, your contribution grade for the day is 0. If you are present but disengaged, the grade is 1. To earn a 5, ask a good question, provide an insightful response, clarify a concept for others, or actively listen to the comments of other students. 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-.

Before the Midterm, you should meet with me privately so that I can offer feedback and suggestions for improvement. At the end of the term I tally the points to determine a semester grade for your contributions. Merely speaking in class is not sufficient; your goal should be to engage in the class discussions in ways that advance the learning of the entire class. During the term, you should plan to meet with me outside of class at least once for feedback about your contributions. See LATTE for additional ways to contribute.

Completion on your own of a self-paced EXCEL courseware, “Custom Guide” (3%). Part 1 must be completed individually by Friday, September 9 (1.5 %) and Part 2 by Friday, September 16 (1.5 %) To earn credit, you must meet the due dates. Allow 1-2 hours for each section. The software works best in a Windows (not Mac) environment; you may use the Windows computers in the IBS cluster if you have a Mac. These exercises will provide you with an advanced beginner knowledge of EXCEL, and prepare you for further coursework in the Business Program. The homework due on 10/14 requires
knowledge of Excel. You must include EXCEL in your globalization presentation and in your final paper. See those assignments for full 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 LATTE and p. 10 for details. The memo is due at the start of class on **Thursday, September 15**.

- **“Feed Me!” -- An in-class PowerPoint presentation on Food Service Quality (5%)** given in teams of 5 students on **Thursday, September 29**. Appropriate business attire required. Your slides are due via LATTE upload by midnight **Wednesday, September 28**.

- **An Excel-based assignment (3%)** analyzing the Clarkson Lumber case. For this assignment, you must work individually without outside assistance. If you need help, consult with me or with our TA but NOT with any other student. Due on LATTE on prior to class **Thursday, October 13**.

- **Short PowerPoint (2%)** about lessons drawn from the Benihana simulation. This is an individual assignment, due via LATTE before class **Thursday, Oct. 27**.

- **A midterm exam (25%)** This is a written open-book exam that will take place during normal class hours on **Tuesday, November 1**. The exam will consist of several open-ended questions about the materials covered and issues discussed in class up to the midterm.

- **A PowerPoint presentation on globalization (10%)**, given in teams of 5–6 students in class on **November 10 or November 15**. Each presentation (on a topic you will select from a list I will provide; only ONE TEAM per topic) 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 use the Wiki on LATTE by 8 p.m. on **Monday, November 7** to identify is on your team and what your proposed topic will be, making sure that you choose a topic that has not already been claimed by another team. Every team must email me their PPT file by noon on **Thursday, November 10**, regardless of the day you present. **Business attire is required for both days** whether you are presenting or not.

- **A one-page individual assignment on the Google in 2014 case (2%)**. This will be based on an important background concept for our class discussion of the case, and must be uploaded before class on **Tuesday, November 29**.

- **A final paper analyzing a company facing a business problem (20%)** The final paper must be done in teams of 3 students. Teams must submit a proposed topic by **October 23** (sooner is better!!). The paper is due by **5 pm** on **Friday, December 9**. See the “Final Paper Assignment” below for a full description of the paper assignment. The topic of this paper must be different from your globalization presentation.

### Grading Weights Summary

<table>
<thead>
<tr>
<th>Assignment/Item</th>
<th>Weight (%)</th>
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<tbody>
<tr>
<td>Contributions to class discussion</td>
<td>25</td>
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<tr>
<td>Custom Guide (individual)</td>
<td>3</td>
</tr>
<tr>
<td>Clean-Edge memo (teams of 2)</td>
<td>5</td>
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<tr>
<td>Feed Me! (team presentation)</td>
<td>5</td>
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<tr>
<td>Clarkson Excel assignment (individual)</td>
<td>3</td>
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<tr>
<td>Benihana Simulation (individual)</td>
<td>2</td>
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<tr>
<td>Midterm Exam</td>
<td>25</td>
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<tr>
<td>Globalization Presentation (team)</td>
<td>10</td>
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<tr>
<td>Google memo (individual)</td>
<td>2</td>
</tr>
<tr>
<td>Final Paper (team)</td>
<td>20</td>
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<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
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</table>
Final Paper Assignment

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

- deal with a significant problem a real company is facing today,
- incorporate specific concepts and/or paradigms from the course,
- prepare a quantitative analysis (using Excel) that provides insight into the problem,
- offer a clear set of actionable recommendations that are carefully analyzed.

Failure to satisfy these requirements will result in a grade no better than C+. The paper should be based on empirical evidence and apply the concepts in the course. You must footnote precisely how you used Excel. The best papers make rigorous use of one paradigm while incorporating elements of others. The worst papers are “paradigm dumps” that superficially mention multiple models without any real analysis.

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!

Typically, the paper will contain the following elements:

1. **Factual description of a company or aspect of a company’s business.** 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. Before proposing a topic, do some preliminary research using one or more of the excellent resources available on-line through LTS. Begin by visiting the Business Research Guide at [http://brandeis.libguides.com/business](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, including more than two of these sources from the LTS Business Guide (to be discussed in class):

2. **Identification and analysis of a business problem the company is facing.**
   - 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 the 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.

3. **Conclusions and recommendations.** 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. Generally, this section runs 3–4 pages in length.
Format and Content of the paper

- Please provide a title page that includes the names of the team members and a descriptive thematic title (e.g. “Did Crown 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.

- 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. 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 bibliography using any standard format (MLA, APA, etc.) and should use either endnotes or footnotes.

- Pay particular 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. In any event, Excel-generated elements must be embedded within your document, rather than 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.

Interim Deadlines and Assessment

You must work in a team of 3 students. All students in a team will receive the same grade for the paper. Use your managerial and teamwork skills to ensure that all team members truly deserve the same grade. I am available for team coaching, conflict resolution, and for guidance.

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 may not use the same topic for both globalization assignment and the final paper. Prepare a one-page statement of the paper topic and list of team members no later than October 23 (the earlier, the better) and post it on LATTE where indicated. I will give written feedback on these topics after the midterm. After you have digested this feedback and worked a bit more on the research for the paper, you should make an appointment to meet with me.
No later than November 17 your team must submit an initial bibliography and a preliminary outline of the paper for my review and approval. I may suggest additional sources, and you of course may add to the bibliography as your research continues.

The final paper is due on or before Friday December 9, at 5 pm. You should upload it via LATTE. This is the absolute latest date and time for handing in the paper. Late submissions will be penalized one full letter grade per day late. If you have a compelling reason for missing this deadline (e.g., illness, death in the family), please let me know so we can determine the best path to follow.

Academic Honesty

You are expected to be honest in all of your academic work. Please consult Brandeis University Rights and Responsibilities 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 LTS - Library guides.

Office Hours
I will maintain regular office hours, and am happy to see you at the scheduled times or by appointment. In addition, you should feel free to use my mobile phone number at reasonable hours of the day and email is always a good way to raise questions and keep in touch. Email, Google Chat, and text messages are also good ways to deal with your questions.

Our course TA, Jonathan Turner, will also be available to assist you. His availability will be announced in class.

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 confidentially by the third class.

Course Outline—see pages 8 ff for more daily details

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<tr>
<th>Wk</th>
<th>Cls</th>
<th>Day</th>
<th>Date</th>
<th>Topics / Comments</th>
<th>Assignments</th>
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<tr>
<td>1</td>
<td>1</td>
<td>Thu</td>
<td>8/25</td>
<td>Introduction/ Welcome</td>
<td>Survey/ Kelloggs</td>
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<td>Managing the Business (a)</td>
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<td>2</td>
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<td>Tue</td>
<td>8/30</td>
<td>The Management Process</td>
<td>BE “Managing the Business” Netflix (see p. 8)</td>
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<td>Filling Market Needs</td>
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<td>3</td>
<td>Thu</td>
<td>9/1</td>
<td></td>
<td>Marketing Goods and Services (i)</td>
<td>BE: “Marketing Processes and Consumer Behavior”</td>
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<td>4</td>
<td>Tue</td>
<td>9/6</td>
<td></td>
<td>Case Analysis &amp; short writing assignment</td>
<td>Reebok International LTD</td>
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<td></td>
<td>Thu</td>
<td>9/8</td>
<td></td>
<td>No Class-- Brandeis Monday</td>
<td>Custom Guide Part 1, due Friday 9/9</td>
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<td>5</td>
<td>Tue</td>
<td>9/13</td>
<td>Marketing Goods and Services (ii)</td>
<td>BE (2 chapters): Developing and Pricing Products; Distributing and Promoting Products</td>
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<td>6</td>
<td>Thu</td>
<td>9/15</td>
<td>Case Analysis &amp; Assignment</td>
<td>Clean Edge Razor: Splitting Hairs in Product Positioning Custom Guide Part 2, due 9/16</td>
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<td>Creating and Delivering Value</td>
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<td>7</td>
<td>Tue</td>
<td>9/20</td>
<td>Operations Management</td>
<td>BE: &quot;Operations Management and Quality for Producing Goods and Services&quot;</td>
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<td>8</td>
<td>Thu</td>
<td>9/22</td>
<td>Jason Bernard: Guest Speaker</td>
<td>Business and Financial Data Resources through LTS</td>
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<td>9</td>
<td>Tue</td>
<td>9/27</td>
<td>Case Analysis</td>
<td>Benihana of Tokyo</td>
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<td>10</td>
<td>Thu</td>
<td>9/29</td>
<td>Feed Me!</td>
<td>Team Presentations. Business attire required</td>
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<tr>
<td>7</td>
<td>Tue</td>
<td>10/4</td>
<td>No Class--Rosh Hashanah</td>
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<td>Understanding Finance</td>
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<td>11</td>
<td>Thu</td>
<td>10/6</td>
<td>Financial Statement Analysis</td>
<td>Kellogg's revisited—see LATTE</td>
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<tr>
<td>8</td>
<td>Tue</td>
<td>10/11</td>
<td>No Class--Kol Nidre (eve of Yom Kippur)</td>
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<td>12</td>
<td>Thu</td>
<td>10/13</td>
<td>Case Analysis &amp; Assignment</td>
<td>Clarkson Lumber Co (individual assignment due before class)</td>
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<td>Formulating and Executing Corporate Strategy</td>
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<td>9</td>
<td>Tue</td>
<td>10/18</td>
<td>Case Analysis and Reading</td>
<td>Crown Cork and Seal in 1989 “The Five Forces that Shape Strategy” (M. Porter)</td>
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<td>Organizational Behavior and Culture</td>
<td>Kyocera Corporation BE: “Leadership and Decision Making”</td>
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<td>14</td>
<td>Thu</td>
<td>10/20</td>
<td>Case Analysis and Reading</td>
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<tr>
<td>10</td>
<td>Sun</td>
<td>10/23</td>
<td>Final Paper proposals due</td>
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<td></td>
<td>Tue</td>
<td>10/25</td>
<td>No Class—Brandeis Monday</td>
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<tr>
<td>15</td>
<td>Thu</td>
<td>10/27</td>
<td>Midterm Review – integrative experience and student-driven Q&amp;A</td>
<td>HBP: Benihana Simulation; see LATTE. Bring computers</td>
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<tr>
<td>11</td>
<td>Tue</td>
<td>11/1</td>
<td>Midterm Exam: “Celebration of Learning”</td>
<td>Exam will cover everything to date; the exam is open book, and I ask that you write it on your computer. Time limit will be enforced.</td>
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<td>Business in the Global Economy</td>
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<tr>
<td>16</td>
<td>Thu</td>
<td>11/3</td>
<td>Case Analysis &amp; Readings</td>
<td>Taran Swan at Nickelodeon Latin America (A); Hofstede Cultural Dimensions (LATTE)</td>
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<tr>
<td>12</td>
<td>Mon</td>
<td>11/7</td>
<td>Globalization Proposals due</td>
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<td>17</td>
<td>Tue</td>
<td>11/8</td>
<td>Case Analysis</td>
<td>Levendary Café: The China Challenge</td>
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<tr>
<td>18</td>
<td>Thu</td>
<td>11/10</td>
<td>Globalization Presentations</td>
<td>Team Presentations. Business attire is required, even if you are not presenting.</td>
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<tr>
<td>13</td>
<td>Tue</td>
<td>11/15</td>
<td>Globalization Presentations</td>
<td>Team Presentations. Business attire is required, even if you are not presenting.</td>
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<td>Technology, Data, and the “New Economy”</td>
<td>Video: Prof. Christensen on Disruptive Innovation <a href="https://youtu.be/qDrMAzCHFUU">https://youtu.be/qDrMAzCHFUU</a> Zipcar: Refining the Business model Final paper initial bibliography &amp; outline</td>
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<tr>
<td>20</td>
<td>Thu</td>
<td>11/17</td>
<td>Technology-based strategic innovation &amp; Case Analysis</td>
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<tr>
<td>14</td>
<td>Tue</td>
<td>11/22</td>
<td>Innovation and Analytics Case Analysis</td>
<td>HBP: Netflix: Leading with Data</td>
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<td>Thu</td>
<td>11/24</td>
<td>No Class--Thanksgiving Break</td>
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<tr>
<td>15</td>
<td>Tue</td>
<td>11/29</td>
<td>Innovation in the New Economy: Case and Assignment</td>
<td>latte: short video on the concept of “platform-mediated networks” HBP: Google Inc in 2014 (Abridged) Individual Assignment due before class</td>
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<tr>
<td>23</td>
<td>Thu</td>
<td>12/1</td>
<td>Business Ethics and the Business-Government Relationship</td>
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<tr>
<td>16</td>
<td>Tue</td>
<td>12/6</td>
<td>Case Analysis &amp; Reading</td>
<td>Parable of the Sadhu “How Will You Measure your Life?” (LATTE)</td>
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</table>
Assignments, Study Questions and Daily Preparation
Before each date noted below, complete the assignment as described in preparation for class. Always begin with the assigned readings listed on this syllabus. On Case Analysis days, take special note of the study guide questions.

1 08/25: Prior to our first class, visit the Kellogg’s Company website: www.kelloggs.com and be ready to share your thoughts on two topics:
   • Write down your immediate reactions as you first look at this page. We will discuss them in class.
   • Explore one or more non-English versions of this site (find the links in the upper right corner), and note how this page compares to the first site beyond the obvious language difference.
   • In the upper right hand corner, click “Who We Are” and 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?

2 08/30: Our topic is “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/.
   • 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’?

3 09/01: We start our section on Marketing
Do the assigned reading. Some questions to consider:
   • What is the marketing mix at Kellogg’s? At Netflix? Rank the 4 P’s in order of importance to the company, and be ready to explain your thinking
   • How do Kellogg’s and Netflix define and work with their market segments?

4 9/6: Do the assigned reading as well as the Guide to Case Analysis posted on LATTE. The following study guide should help you navigate the case; be prepared to discuss all of the questions, but I ask that you upload your preliminary thoughts on questions 2 and 4 below BEFORE class meets. There is “Workshop” item on LATTE for this purpose.

Case Summary (Reebok International, Inc.)
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.”
Study questions:
Please read the case carefully and come prepared to discuss all of the questions below.

In addition, we’ll use a LATTE “Workshop” in which you will upload your one page response to #1 and #2, AND provide a short peer assessment of the answers from 2 classmates. Since brevity is important in business writing, limit your response to no more than 800 words. Your response is due before class today, and the Peer Assessment is due by midnight on 09/11.

- Why has Reebok been successful up to this point (in the case)? What are the company’s strengths and weaknesses?
- How is the market segmented? In other words, how might Reebok categorize the various consumers who buy Reebok footwear? (Geographic, demographic, etc? Describe the segments and explain your thinking. Also think about what the consumer segments value, where they seek information, and where they obtain the products?)
- How would you evaluate Reebok’s proposed 1988 communications program (i.e. what criteria would you use to evaluate it, and what “grade” would you give it?)
- Does Reebok need an umbrella brand campaign (versus product specific advertising alone)? Whether or not you think they need an umbrella campaign, is the U.B.U. campaign beneficial? Explain your thinking.
  - NOTE: We will not have time in class to evaluate the HRN tour sponsorship.

09/08 – Today is a Brandeis Monday -- No class for us

09/09: Part 1 of CustomGuide should be done by Friday midnight 9/09.

5 09/13 We continue our study of marketing, going deeper into the 4 Ps:

Come prepared to discuss the material in the next two assigned chapters and the following:

- Describe the four stages of the product life cycle and the marketing mix that is used in each.
- Choose a product (other than one used in the chapter) 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 (4 different products, using the examples different from those in the reading)?

6 09/15 Today we will discuss “Custom Edge Razor”. See LATTE for the team assignment due before class. The assignment is your study guide and will form the basis for class discussion.

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.

09/16: Part 2 of CustomGuide assignment is due by midnight, Friday 9/16.

7 09/20 We begin to discuss Operations Management today. Read the assigned chapter in the text. Think the
degree to which Kellogg’s and Netflix create value through their respective operations. The 3rd section of the chapter presents business strategy as the driver of operations, and Tables 7.1 and 7.2 provide examples. Think of another well-known firm where strategy drives operations, and be prepared to add a row to each of these tables during class discussion.

Additionally, think about how companies achieve (or fail to) quality in their goods or services.

➢ **Feed Me! team proposals are due by midnight tonight.**

Review the assignment below (9/29) re: **FEED ME! Day.** By midnight tonight, each group must visit the LATTE Wiki to identify teams and locations. Only one team may analyze any particular site, so make your decisions as soon as possible. On the Wiki, you must identify

➢ The names of team members
➢ Your choice of cafeteria or restaurant

If another team has already selected the locale you had in mind, you MUST choose a different cafeteria or restaurant.

8 09/22 Today we pause in our study of operations to learn about business and financial resources and databases accessible through LTS. These are sources that you will need to use in your globalization presentations and final papers, and that might enhance your “Feed Me!” presentations.

**Guest Speaker is Jason Bernard,** Associate Director of Academic Technology at IBS, database guru and all-around good guy.

9 09/27: Today’s case is “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.

Read the Benihana case closely, and reflect on these discussion questions (nothing to upload or turn in):

- What is the Benihana concept? What attracts customers to its restaurants and what is it business model?
- In 1972, a lunch at Benihana would cost $6 and managers were paid $15,000 per year. Approximately what would those amounts be in current dollars, accounting for inflation?
- How does Benihana’s cost structure differ from that of a typical sit-down restaurant?
- Examine the Benihana production system in detail (you may find it helpful to sketch a process-flow diagram that identifies how customers pass through the system, where key operations occur, how food is handled, where incoming customers wait, etc.). Which of Benihana’s major design choices generate significant operating efficiencies?

10 09/29: **FEED ME! DAY**

Using **PowerPoint,** you will be presenting in teams of 5 or 6 students an operational analysis of a local restaurant, cafeteria or food-service establishment. You may choose one of the university’s cafeterias or any other food-service business in the area. Please follow these instructions carefully.

Review the assigned reading on the Operations Function in a business, as well as the Benihana case. Visit the eatery, and based on your observations and your own experience, in combination with concepts in the reading, address these guiding questions in your PowerPoint. Though not necessary, feel free to use one or more of the resources that Jason Bernard showed you in class.

1. What is the value proposition that this eatery offers to its customers? How does the cafeteria or restaurant define "quality" in the context of its business?
2. How do customers actually move through the process of ordering, obtaining, eating and paying at this establishment? Draw a flow diagram depicting how customers move through the physical space to select, purchase, and consume products. In your diagram, identify “bottlenecks”, i.e. points at which the process tends to back up or slow down, and hence where efficiency could be improved.

3. How might the cafeteria or restaurant be reorganized—physically and/or operationally—to provide greater value to its customers?

You MUST upload your slides in the appropriate Assignment drop box on LATTE by 10 AM today.

Each team will have just 5 minutes to deliver the presentation. I recommend that you assign speaking roles and that you practice your presentation to be sure you can deliver it within the 5 minute limit. Everyone on each team must speak. In deference to the teams that follow you, I will stop you at 6 minutes. Be sure to wear business attire (required). At the start of class I will announce the sequence of presentations.

**10/04 No Class today in observance of Rosh Hashanah**

10/06: The topic today is financial statement analysis. We will use current annual financial statements from Kellogg (and, in class, Netflix) to support our discussion.

NOTE: Because BUS 6A is a prerequisite, there is no reading on this topic, though there is a handout posted on LATTE, and the assignment due prior to class is your chance to review important concepts from 6A AND use Excel!

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).

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 annual data. See LATTE for the homework assignment.
10/11: No Class in observance of the eve of Yom Kippur

10/13: Case for discussion today is ‘Clarkson Lumber Company”. This is a very short, but content-laden case. See LATTE for the individual assignment. To help you, I’ve posted a short video on LATTE to get you started.

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?

10/15: The topic today is Strategy. We’ll discuss the classic article by Michael Porter and the “Crown Cork & Seal in 1989” case.

First read the Porter article, and then read the Crown Cork and Seal case.

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:
1. How well did Crown Cork do under John Connelly? (Be able to site evidence for your assessment of “doing well”) What were the keys to the company’s success?
2. How attractive is the metal container industry? (Use Porter’s 5-forces model to assess the state of the industry.)
3. What are the strategic issues that William Avery needs to consider? What strategic options are open to him?

Prior to class: On LATTE you will find a multi-sheet Excel workbook containing all of the Exhibits from this case. Save a copy of the workbook in a file that includes your name (e.g. “Crown Exhibits Bill Gates”) and make three enhancements:

1. Based on data in Exhibit 1, make a line graph with two lines showing, for each available year from 1981 through 1989, the number of cans made from Aluminum and Steel. (You may need to copy and rearrange some of the numbers to accomplish this)
2. In Exhibit 9, compute the annual A/R Turnover and Inventory Turnover from 1982 through 198. You’ll need to use formulas the refer to values in Exhibit 8
3. Look at Exhibit 5, which compares Crown to several competitors. Use your own judgement to create one graph that provides an informative comparison.
   - You should upload your revised Excel file to LATTE before class time, and
   - Either bring hard copy or your laptop so that you can refer to your findings during the discussion.

You must complete this assignment on your own; if you need assistance, consult with me or with our TA but NOT with another student

10/20: Read “Leadership and Decision Making” in our text as well as “Kyocera Corporation”

Today we’ll consider organizational leadership and how a leader can create a “corporate culture”. Think about these questions:
1. Why has Kyocera done so well?
2. What are the key elements of Kyocera's corporate culture?
3. Would Kyocera's culture work in the US? (why/ why not?)
10/23: One page final paper proposals are due

10/25: No Class—Brandeis Monday

10/27 Midterm Exam Review session

**Benihana Simulation**

After our Benihana case discussion, you will try your hand at managing a Benihana restaurant – simulated, of course. You will do this outside of class, as an individual assignment, and must register and access the simulation at the Harvard Business Publishing link: [http://cb.hbsp.harvard.edu/cbmp/access/51151214](http://cb.hbsp.harvard.edu/cbmp/access/51151214)

Run the simulation. Confirm that you can see the opening screen and that you know how to get there. Complete the “Prepare” section of the simulation (I strongly recommend watching the video) and begin by working on Challenge 1, and then work your way through the entire simulation of six challenges.

This simulation has the potential of integrating several conceptual frameworks via your hands-on experience. Though the simulation is ostensibly “about” operations management, it also includes elements of marketing, finance, financial reporting, and strategy.

**Individual Assignment: Bullet points exercise – your insights and questions**

After running the simulation, each individual must prepare a few PowerPoint slides on two topics. In your quest to make “good” operational decisions, you should discover some things about (a) how different functions of business relate to one another and (b) course concepts that you don’t understand as well as you would like to. You may also include questions that you had independent of the simulation. We’ll use the class time to respond to some of these questions.

Create a few slides listing bullet points for each of these two topics and upload your slides to LATTE by 10 AM on October 27 so that I can review them before class.

This is an individual assignment. You should not collaborate with anyone, but feel free to discuss questions or ideas with me.

*To avoid wasting time, please understand that I won’t tell you what is on the exam. I will clarify or explain ideas and concepts that confuse you.*

10/23: Proposals for final paper topics are due by midnight. Use the link on LATTE to submit.

11/01: MIDTERM EXAM TODAY – See notes posted on LATTE for information about coverage and format, along with study tips. Bring your laptops!!

11/03: Today’s case is “Taran 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 had on the culture?
- What actions should she take at the end of the case? Should she assign an interim director?
In addition, use Hofstede’s Cultural Dimensions on-line tool to explore and compare the cultures of the Latin American countries mentioned in the case.

11/7: **Globalization Team topics due on LATTE.**

### 17 11/8: Today’s case is “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 headquarter 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?

### 18 11/10 and 11/15: On these dates your teams will present your Globalization PowerPoint presentations.

Everyone must wear business attire on both days, and **all PPT files must be uploaded by 10 AM on 11/10**, regardless of when you present. Slides may not be changed after the 10 AM deadline. I will randomly assign the presentation sequence just before class starts.

### 19 11/17: Today we will discuss “Zipcar: Refining the Business Model”. After reading the case, please watch the short video posted on LATTE featuring Harvard Business School professor Clayton Christensen explaining the concept of “Disruptive Innovation”.

#### 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.

**VIDEO Link** (8 minutes): [https://youtu.be/qDrMAzCHFUU](https://youtu.be/qDrMAzCHFUU)

#### 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 (say) a decade earlier?

**Reminder:** **Final Paper initial outlines and bibliographies are due by midnight.**

### 20 11/22: Today’s case discussion is “Netflix: Leading with Data” (this case is found on the HBP site).

#### Case Summary:

By 2009 Netflix had trounced its traditional brick-and-mortar competitors in the video rental market. Since its founding in the late 1990s, the company had changed the face of the industry and...
threatened the existence of Blockbuster, an entrenched giant.

The success of Netflix was attributed to its customer-friendly subscription model and no-late-fee policy, but its use of analytics, while less visible than those customer-facing aspects, played a major role in its meteoric rise. Those analytics leveraged customer data, enabling Netflix to provide a superior customer experience and achieve operational efficiency.

However, Netflix saw an industry on the verge of a rapid move from DVDs to digital delivery of video, which presented a serious challenge to its business. How could it leverage its successful analytics, customer data, and customer interaction models in the digital media space?

Study questions:
- In its competition with Netflix, where did Blockbuster go wrong? How was the use of customer data a key differentiator? How might Blockbuster have better positioned itself against Netflix?
- What were the core competencies of Netflix’s current business model?
- How does VOD threaten Netflix? Which of Netflix’s current competencies can it best leverage as a competitive advantage in VOD? Which ones might be liabilities?

11/24 No Class: Thanksgiving Break

22 11/29: Today’s case is “Google Inc. in 2014 (Abridged)” (this case is found on the HBP site).

Prior to reading the case, please visit LATTE to view a short video explaining “platform mediated networks”.

Case Summary:
This case provides an overview of Google’s strategy, products, and organization as of summer 2014. The introduction describes Google’s “moonshot” products far from search advertising, then explores the lucrative search advertisements and related businesses that remained Google’s primary source of revenue and profit.

The case is broken into five additional sections that include a review of Google’s competitive outlook and a set of recent strategic initiatives. The final section asks “What should Google do next?”

Study Questions:
- Google currently enjoys about 70% market share of US searches, and well about 90% in other countries. Do you expect the search business to become more concentrated (i.e., dominated by fewer firms)? Is search a winner-take-all business?
- Currently >95% of Google’s revenue comes from online advertising. How important is it for Google to pursue other revenue streams? Which alternatives are most promising?
- How specifically does Google profit from the data it obtains from users?
- Do you view Google’s distinctive governance structure, corporate culture, and organizational processes as strengths or potential weaknesses?

Individual Assignment due prior to class: Re-read the case portion about Google’s “New Businesses” (case pages 7-10). Choose one of them that you think might be ripe to become an important revenue source for Google in the future, with the right corporate commitment. Write a one page statement describing how you might tap distinctive Google resources to help assure that this business can “go to the next level.” Assume (without needing to say it) that you will have access to Google’s technical expertise and brand.

In Class: I will break you into groups of 3-4 people, and each team will receive a charge similar to this assignment. Each team will have time to formulate a case and present it to the class, following which we’ll
make a decision about “What Google should do next”.

23 12/01: This is the first of two classes on Business Ethics. Today we’ll discuss some general theory about ethics and the role of government in limiting commercial behavior.

View this CNN Money video (approx. 4 minutes) about VW: http://money.cnn.com/video/news/05/17/volkswagen-emissions-scandal-timeline.cnnmoney/index.html

Additionally there is a short news article about the situation available here: http://nyti.ms/1jQyOC6.

Questions to consider before class, based on the assigned readings:

- What is the “stakeholder model” and what “social responsibilities” do business firms have?
- What are the necessary conditions for a free market to operate efficiently?
- What is the difference between efficiency and equity? How is each of these outcomes valued in traditional economic analysis? In a democracy, how are these outcomes valued?
- What is meant by the term “market failure”?

24 11/18: in our final class meeting, we’ll look at business ethics from a distinctly personal perspective.

The main case discussion today is “The Parable of the Sadhu”

Study questions:

- Why did Bowen McCoy act the way he did?
- Why does he now feel the way he does?
- What responsibilities did he have?
- Did he do the right thing?
- How does this parable relate to business ethics?

Finally, we’ll briefly discuss a powerful and memorable reading by Clayton Christensen et al. about your careers and what you value most. What are your answers to his 3 Questions?

DECEMBER 9: FINAL PAPERS MUST BE UPLOADED TO LATTE BY 5 PM AT THE LATEST.

Rev. 7/26/16