BUS 10a (sections 1 and 2)

FUNCTIONS OF THE CAPITALIST ENTERPRISE

COURSE SYLLABUS

Spring 2016 - dated 2/22/16
*to reflect cancellation of class on 2/8 due to snow storm*

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

Location: Lemberg 54

Office: Lemberg 259

Office Hours: Tuesdays, 2:00 - 3:30 pm, Thursdays, 10:00 – 11:00 am
              and by appointment

TA: Daniel Krigel  dkrigel@brandeis.edu  (section 1)
    Philip Cooper  pcooper3@brandeis.edu  (section 2)

EDWARD BAYONE
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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, operations, finance, strategy, and organizational behavior. The second half applies this knowledge to (1) business in the global economy, (2) an executive speaker series 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 oral presentation skills for business

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

Materials
The course uses a custom book, available at the bookstore. It consists of business school cases, notes, and articles, along with six chapters from the 10th edition of Business Essentials by Ronald J. Ebert and Ricky W. Griffin (Prentice Hall, 2015) and a code to access on-line content. Do not use prior editions of Business Essentials, as the 10th is a significant update. Please 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. I will expect three P’s from you in every class:

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

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

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

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

Completion on your own of a self-teaching EXCEL software package, “CustomGuide” (2%). Part 1 must be completed by Thursday, January 28 (1%) and Part 2 by Thursday, February 4 (1%). You will receive no credit on a section if you miss the due date. Allow 1-2 hours for each section. The software works best in a PC (not MAC) environment; you may use the computers in the IBS cluster. These exercises will provide you with an advanced beginner (or, some argue, intermediate) knowledge of EXCEL, and prepare you for further coursework in the Business Program. You are expected to include EXCEL in your globalization presentation and in your final paper; failure to do so will result in a grade deduction.

Two-page memo and attachments on “The Fashion Channel” (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 Monday, February 1.

A homework assignment on “Clarkson Lumber Company” using EXCEL (3%) to be done individually (with no assistance from anyone), due at the start of class on Monday, February 22. See LATTE for details.

A PowerPoint presentation on “Cafeteria Day” (5%) given in teams of 5-6 students (to be selected by the professor) on Monday, March 7, on one of the cafeterias or food stores on campus. See p.12 for details, including deliverables due on March 2 and March 7. Business attire is required.

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 Wednesday, March 16. You will be asked questions about the materials covered and issues discussed in class.

A PowerPoint presentation on globalization (10%), given in teams of 5 students on Monday, April 4, and Wednesday, April 6. 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 one international student and one U.S. student. Please inform me by email by 8 p.m. on Wednesday, March 30 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, April 4, regardless of the day you present. Business attire is required for both days.

A final paper analyzing a business problem facing a real company (25%) The final paper must be done in teams of 3 students. Please email me your outline by 8pm on Monday, March 14. The paper is due at the start of class on Wednesday, April 20.

NOTE: 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 that I receive – and only send me one email per team for each deliverable. Before sending the email, check it several times. Further, given that I am teaching two sections, you must indicate in the subject field of your email if you are in section 1 or 2.
**Final Paper**

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

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

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

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

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

Typically, the paper will contain the following elements:

*Factual description of a company or aspect of a company's business.* This portion of the paper should be built on data and case histories selected from the business press, annual reports, and other sources.

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

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

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

*Process of writing the paper.* **Final papers must be written in teams of 3 students.** Although the papers will be evaluated on quality, not quantity, their length must be 10 to 15 double-spaced pages, plus exhibits (including footnotes and “Works Cited”). **Please number the pages and use Times New Roman, font size 11, 1” margins all around.** You will receive a deduction if you don’t!

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 8 pm on Monday, March 14, along with the name of the team members. I will give written feedback on these outlines within one week. After you have digested this feedback and worked a bit more on the research for the paper, you should arrange to meet with me. If, at any point, you wish to change your topic, please consult with me so I can review the new topic and offer comments.

The paper is due at the start of our last class on Wednesday, April 20. This is the absolute latest date and time for handing in the paper. If you have a good reason for missing this deadline (e.g., illness), please let me know so I can determine if an Incomplete is the best path to follow. I do not accept email submissions, so be sure to print a copy of your paper for me.

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

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. With two sections covering the same material, there is an additional definition of cheating. Students in section 1 may NOT discuss what went on in class with anyone in section 2 until after the latter section has met; to do so, constitutes cheating. Students in the two sections may study together for the midterm.

Office Hours

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

Special Accommodation

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

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topics</th>
<th>Assignment</th>
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<tr>
<td>2</td>
<td>Wed 1/20</td>
<td>The Management Process</td>
<td><strong>BE:</strong> “Managing the Business” &lt;br&gt;Note: <em>CustomGuide, part 1, is due by 1/21</em></td>
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<td>3</td>
<td>Mon 1/25</td>
<td>Marketing Goods and Services</td>
<td><strong>BE:</strong> “Marketing Processes and Consumer Behavior”</td>
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<td>4</td>
<td>Wed 1/27</td>
<td>Marketing Goods and Services</td>
<td>BE (2 chapters): <em>Developing and Pricing Products</em>; “Distributing and Promoting Products”  &lt;br&gt;Note: <em>CustomGuide, part 2, is due by 1/28</em></td>
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<td>Guest lecturer: Sharon Thomas</td>
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<td>5</td>
<td>Mon 2/1</td>
<td>Case Analysis + Assignment</td>
<td>“The Fashion Channel”&lt;br&gt;See LATTE for specifics on the <a href="#">team assignment</a>, which is due at the start of class.</td>
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<td>6</td>
<td>Wed 2/3</td>
<td>Case Analysis</td>
<td>“Reebok International Ltd.”</td>
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<td>7</td>
<td>Wed 2/10</td>
<td>Financial Statement Analysis</td>
<td>See p. 11 and LATTE</td>
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<td>8</td>
<td>Mon 2/22</td>
<td>Case Analysis</td>
<td>“Clarkson Lumber Company”&lt;br&gt;See p. 11 and LATTE for the <a href="#">individual assignment</a>, which is due at the start of the class.</td>
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<td>9</td>
<td>Wed 2/24</td>
<td>Operations Management</td>
<td><strong>BE, “Operations Management and Quality for Producing Goods and Services”</strong> Also, see LATTE for information on videos that we will watch in class</td>
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<td>10</td>
<td>Mon 2/29</td>
<td>Case Analysis</td>
<td>“Benihana of Tokyo”&lt;br&gt;Note: See <a href="#">p.12 regarding “Cafeteria Day” for instructions and due dates of 3/2 and 3/7</a></td>
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<td><strong>Financial databases for business research (part 1)</strong></td>
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<td>11</td>
<td>Wed 3/2</td>
<td>Guest Lecturer: Jason Bernard</td>
<td>See LATTE for assignment</td>
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<td>Associate Director of Academic Technology, IBS</td>
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<td><strong>Creating and Delivering Value (Part 2)</strong></td>
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<td>12</td>
<td>Mon 3/7</td>
<td>CAFETERIA DAY</td>
<td>Team presentations. Business attire is required.</td>
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<td><strong>Executing Corporate Strategy</strong></td>
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<td>“The Five Competitive Forces that Shape Strategy”</td>
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<td>NOTE: one-page outline of final paper is due 3/14.</td>
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<tr>
<td>14</td>
<td>Fri 3/11</td>
<td>Guest Lecturer: Jason Bernard</td>
<td>One student per final paper team <strong>MUST</strong> attend this</td>
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<td>Fri 3/18</td>
<td>Associate Director of Academic Technology, IBS</td>
<td>special session held in the IBS Bloomberg Lab (next to room 54). We will</td>
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<td>both 2-3pm</td>
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<td>pass around a sign-up sheet.</td>
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<td><strong>Organizational Behavior</strong></td>
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<td>15</td>
<td>Mon 3/14</td>
<td>Case Analysis; Midterm Review</td>
<td>“Taran Swan at Nickelodeon Latin America (A)”</td>
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<td>BE: “Leadership and Decision Making”</td>
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<td>One-page outline of final paper is due by 8pm.</td>
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<td><strong>Midterm</strong></td>
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<td>16</td>
<td>Tues 3/15</td>
<td>Midterm Review of financial statement analysis</td>
<td>Bring a calculator!</td>
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<td>8-9 am</td>
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<td>17</td>
<td>Wed 3/16</td>
<td><strong>MIDTERM</strong> (normal class time but held in a different location)</td>
<td>Exam will cover everything we have done to date; the exam is open book, so bring all course materials and notes, as well as a calculator (but you may not use a laptop or smart phone).</td>
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<td><strong>Business in the Global Economy</strong></td>
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<td>18</td>
<td>Mon 3/21</td>
<td>Case Analysis</td>
<td>“Grupo Bimbo”</td>
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<td>20</td>
<td>Wed 3/30</td>
<td>Case Analysis</td>
<td>“Teva Pharmaceutical Industries, Ltd”</td>
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<td>Note: email me your teams + proposed topics by 8pm</td>
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<td>21</td>
<td>Mon 4/4</td>
<td>GLOBALIZATION PRESENTATIONS</td>
<td>Team Presentations. Business attire is required, even if you are not presenting.</td>
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<td>22</td>
<td>Wed 4/6</td>
<td>GLOBALIZATION PRESENTATIONS</td>
<td>Team Presentations. Business attire is required, even if you are not presenting.</td>
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<td><strong>Corporate Executive Series</strong></td>
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<td>23</td>
<td>Mon 4/11</td>
<td>Guest speaker: Roger Berkowitz</td>
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<td>President and CEO</td>
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<td>Legal Sea Foods, LLC</td>
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<td>24</td>
<td>Wed 4/13</td>
<td>Guest Speaker: Damien Dwin,</td>
<td>See LATTE</td>
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<td>Managing Partner + Co-Founder,</td>
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<td>Brightwood Capital Advisors, LLC</td>
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<td>25</td>
<td>Mon 4/18</td>
<td>Guest speaker: Admiral (ret.)</td>
<td>See LATTE</td>
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<td>William “Bud” Flanagan, former</td>
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<td>Commander-in-Chief, U.S. Atlantic Fleet; founder and CEO of Noragh Analytics</td>
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<td><strong>Business Ethics</strong></td>
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<td>26</td>
<td>Wed 4/20</td>
<td>Case Analysis</td>
<td>“Parable of the Sadhu”</td>
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<td>BE: “Understanding Business Ethics and Social Responsibility” (recommended)</td>
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**Note:** We will use May 2 for class 26 if we lose one more class due to inclement weather.
ASSIGNMENTS + STUDY QUESTIONS

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

For our first class, on Wednesday, 1/13, please look at the Kellogg Company site:

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

On Wednesday, 1/20, we discuss the management process.

Be sure to read the assigned book chapter, “Managing the Business”. So much of this chapter is valuable but pay extra attention to two concepts as portrayed on p.58 (“Hierarchy of Strategy”) and p.60 (“Strategy Formulation”).

Also, look at the Starbucks site: http://www.starbucks.com/

➢ Does it have a similar feel and appearance to Kellogg’s home page?

➢ Find its “mission” statement. (Hint: go to the lower left “About Us” and click “Our Company”. Then look for a link; it’s there somewhere!) Print the page and bring it to class. What’s the message?

➢ See if you can find Kellogg’s mission statement on its site.

On Monday, 1/25, we begin our section on marketing.

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

How you would apply the concepts in the textbook to Kellogg’s? (Spend 10 minutes on the website.)

➢ Evaluate its "marketing mix", using your knowledge of their product + industry.

➢ Which element of the four P's is most important to the company, and why?
On Wednesday, 1/27, we will go deeper into the 4 Ps under the guidance of our guest instructor, Sharon Thomas.

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

1. Describe the four stages of the product life cycle and the marketing mix that is used in each.

2. Choose a product and analyze pricing objectives for it. What information would you want if you were going to adopt a profit-maximizing objective? Market share objective?

3. Give me an example of a product in each stage (not using the examples in the reading)?

On Monday, 2/1, we will discuss “The Fashion Channel”. See LATTE for the team assignment due at the start of class.

Case Summary

The new Senior Vice President of Marketing for The Fashion Channel (TFC), a cable TV network dedicated to round-the-clock fashion-oriented programming, is preparing to recommend a change in the company’s traditional marketing approach by introducing a market segmentation program which, in part, is a response to the intensifying competitive environment for TFC. As such, it needs to successfully strengthen the company’s brand and positioning with viewers and advertisers. At the same time, the program must maintain consumer and distributor satisfaction with the network. This is also a situation for change management, as TFC has never done a program like this before and the SVP, Dana Wheeler, is new on the job.

On Wednesday, 2/3, we will discuss “Reebok International, Inc.

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

Case Summary

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

Study Questions

1. Why has Reebok been successful? What are the company’s strengths and weaknesses?
2. How do consumers buy athletic footwear? How is the market segmented?
3. How would you evaluate Reebok’s proposed 1988 communications program?
4. Does Reebok need an umbrella brand campaign (versus product specific advertising alone)? Is the UBU campaign appropriate?
On Wednesday, 2/10, we will again discuss the Kellogg Company.

Thus, please return to the site:  http://www.kelloggs.com/en_US/home.html Find and click the tiny link “Company Site”. On the drag down menu, click “Investor Relations”. On the left side, click “SEC filings”. In the view box, enter “Annual”. You can view the 2015 annual report in multiple formats and access the EXCEL file. See LATTE for the homework assignment.

On Monday, 2/22, we will discuss “Clarkson Lumber Company”. See LATTE for the individual assignment.

Case Summary

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

Study Questions

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 Monday, 2/29, 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

1. What is the Benihana concept? What attracts customers to its restaurants?
2. How does Benihana's cost structure differ from that of a typical sit-down restaurant?
3. Examine the production system in detail. (It may help if you draw a process flow diagram that identifies how customers pass through the system, where key operations are done, how food is handled, etc.) What are the major design choices which generate operating efficiencies?
On Wednesday, 3/2, Jason Bernard will teach about the various financial databases available at Brandeis; you will be expected to make use in them in your globalization project and final paper. See LATTE for the assignment. Follow-on sessions in the Bloomberg lab will be on 3/11 and 3/18.

On Monday 3/7, using PowerPoint, you will be presenting in teams of 5 or 6 students one of the cafeterias or food stores on campus. Please follow these instructions carefully.

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

1. How does the cafeteria or store define "quality"?

2. Draw a flow diagram depicting how customers move through the cafeteria or store to select, purchase, and consume products.

3. 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 Wednesday 3/2 (you may do it sooner!)

✓ The names of your team members (only one e-mail per team, or you get a deduction!)
✓ Your choice of cafeteria or store (I cannot guaranty your choice if another team has already selected it)

You MUST email me your PPT slides by 9 am on Monday, 3/7

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, 3/9, 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:

1. How well did Crown Cork do under John Connelly? What were the keys to the company’s success?
2. How attractive is the metal container industry? (Try to use Porter’s 5-forces model.)
3. What are the strategic issues that William Avery needs to consider? What strategic options are open to him?
**On Monday, 3/14, we will discuss “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**

1. How would you describe the culture at Nickelodeon Latin America. Be specific.
2. How did Swan go about building that culture? (Consider Nickelodeon Latin America's position within its company, its organizational design, and its culture.)
3. How would you describe Swan’s leadership style? What impact has it hand on the culture?
4. What actions should she take at the end of the case? Should she assign an interim director?

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**On Monday, 3/21, we will discuss “Grupo Bimbo”**

**Case Summary**

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

**Study Questions**

1. If you were a stockholder, analyst or an executive with the firm, what is the best question you could ask about the firm’s globalization efforts?
2. How would you propose to address the challenges that Grupo Bimbo faces in Brazil and the US?
3. Should Grupo Bimbo be going to China? Why, or why not?

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**On Wednesday, 3/23, 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 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

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?

On Wednesday, 3/30, we will discuss “Teva Pharmaceutical Industries, Ltd”

Case Summary

The case examines the strategic challenges facing Teva Pharmaceutical Industries, which emerged from a small domestic market, Israel, to become a global giant. It built its business on generic pharmaceutical production but the company is a growing force in innovative drugs. One central question raised is how Teva can compete on price with low-cost, emerging market companies at the same time it develops innovative drugs to compete with the R&D juggernauts of ‘Big Pharma.’

Study Questions

1. How did Teva succeed in Israel? Why did such a company emerge in Israel?
2. As the CEO of Teva, which markets would you concentrate on developing going forward?

On Monday, 4/4, and Wednesday, 4/6, 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 March 30, regardless of the day you present.

On Wednesday, 4/20, in our last class, we discuss “Parable of the Sadhu,” one of the most thought-provoking cases taught in US business schools and at corporate off-sites.

Study Questions

1. Why does Bowen McCoy now feel the way he does?
2. What responsibilities did he have?
3. Did he do the right thing?
4. Why did he act the way he did?

Remember to bring in your final paper. No electronic submissions.