Lutgert College of Business

GEB 6895
BUSINESS STRATEGY
CRN: 10770

Spring 2015
January 2 through April 24, 2015

DR. ARTHUR J. RUBENS
Professor of Management
Lutgert College of Business
Department of Management
Course Syllabus
EMBA
GEB 6895 (CRN 10770)
Business Strategy
Spring 2015

FACULTY/ADMINISTRATION

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Email: arubens@fgcu.edu
Office Hrs: Tuesday/Thursday: 2:00-4:00; and by appointment

Dr. ARTHUR J. RUBENS is a Professor of Management in Lutgert College of Business and founding faculty of Florida Gulf Coast University in Fort Myers, FL. In addition, he is the Associate Director of the Regional Economic Research Institute. He currently teaches in the BS, MBA, EMBA, and international programs at FGCU. Dr. Rubens primary areas of teaching and research interests are in Business Strategy, Leadership, International Management, Economic Development, Entrepreneurship, Ethics, and Quality Management. Prior to Dr. Rubens current appointment, he held joint faculty and administrative position as the Director of Sponsored Projects and Programs in the College of Business, Center for Leadership and Innovation. In addition, he was the founding Chair of the Public Administration Department at FGCU.

Dr. Rubens received his doctorate in health administration in 1990 from the University of Pittsburgh and has Master Degrees in Public Administration and Health Science. Dr. Rubens has over 25 years professional experience in the management field as a manager, educator, researcher, entrepreneur, and consultant which includes management and executive professional development training and organizational consulting for private, public and non-profit entities.

Dr. Rubens is an active researcher, keynote speaker and workshop presenter and has authored and co-authored numerous publications in international business, leadership, economic development, ethics, and health service delivery. Dr. Rubens has taught students from all over the world, having most recently taught in Italy, New Zealand, Denmark, Germany, and China. Dr. Rubens was born in Canada and lived and worked for several years in Europe. He has traveled extensively throughout Europe, the Middle East, Africa, and Asia, and has lived in Southwest Florida since 1997.

CONTACT
The best way to contact me is through email. You can email me through Angel or my FGCU email account. It is my policy to try to get back with you within 24 hours. Please note, although I try to, that might be instances where I am not able to always respond to emails on the weekend so if you need a quick response, please try and send me your questions during the week.
CATALOG DESCRIPTION

MBA capstone experience that requires student teams to analyze and implement solutions to complex organizational problems and opportunities. Students are required to incorporate knowledge acquired in all areas of the MBA program in actual business situations and present their findings in highly professional oral and written formats.

Prerequisites
This class should be taken in the last semester of your MBA program. It is expected that all students will have completed the following courses, or their equivalents, prior to enrolling in this course:

- ACG 6025 - Accounting Fundamentals for Managers
- ECO 5005 - Fundamentals of Micro & Macro Economic Analysis
- FIN 5405 - Foundations of Business Finance
- MAN 6055 - Contemporary Management Concepts
- MAR 6815 - Marketing Management

Credit Hours
For each credit of a class, you should expect to spend one hour in class and an average of two – three hours preparing outside of class each week. Therefore, since this is a three-credit class, you should plan to devote an average of 9 to 12 hours a week to this class.

LEARNING GOALS/OBJECTIVES

LCOB Mission Statement
The Lutgert College of Business provides a high quality, student-centered learning environment to prepare students with the knowledge and skills needed to contribute to and take leading positions in business and society. Our faculty are devoted to teaching excellence, scholarship, and service that enhances our academic and business communities and we are dedicated to building partnerships that foster the economic growth of the southwest Florida region and beyond.

The LCOB has established Learning Goals and Learning Objectives for all graduates of its EMBA program. Related MBA & GEB 4895 learning objectives are shown below:

<p>| The LCOB Learning Goals and Objectives for the EMBA program. |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <strong>EMBA Learning Goals</strong>        | <strong>EMBA Learning Outcomes</strong>      | <strong>GEB 6895 Learning Outcomes</strong>  | <strong>Assessment</strong>                  |
| Technological proficiency      | Graduates will be able to use technology to facilitate lifelong learning, to enhance leadership development and to add value to stakeholders, customers, and employers. | N/A                             | N/A                             |
| Communication skills           | In their leadership positions, graduates will be able to give and exchange information within meaningful contexts and with appropriate delivery and interpersonal skills. | Improve oral and written presentation and report writing abilities. | C, D, E                         |</p>
<table>
<thead>
<tr>
<th>EMBA Learning Goals</th>
<th>EMBA Learning Outcomes</th>
<th>GEB 6895 Learning Outcomes</th>
<th>*Assessment</th>
</tr>
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<tbody>
<tr>
<td>Teamwork and interpersonal skills</td>
<td>Graduates will be able to work with others in diverse and cross-functional environments and to lead as the need arises.</td>
<td>Improve ability to apply systems thinking and integrate business capabilities and functions through strategic analysis.</td>
<td>A, B, C, D</td>
</tr>
<tr>
<td>Systems orientation</td>
<td>Graduates will understand the interrelated nature of the various functional areas of organizations and the information needs and flows of organizations. They will also be able to lead and to adapt to changes in the internal and external environments.</td>
<td>Develop and apply knowledge of strategic decision making in a variety of real world context.</td>
<td>A, B, C, D</td>
</tr>
<tr>
<td>Creative and analytical thinking</td>
<td>Graduates will be able to link data, knowledge, and insight to make quality strategic decisions on a timely basis.</td>
<td>Develop and demonstrate an understanding of key strategic management concepts, models, and literature.</td>
<td>A, B, D</td>
</tr>
<tr>
<td>Appreciation of the diverse environment of business</td>
<td>Graduates will have a global perspective of the diverse demographics and environment of organizations. They will understand the issues and challenges encountered by profit and not-for-profit entities, and entrepreneurial enterprises.</td>
<td>Develop a critical understanding of current business events and compare and contrast real world events with academic theories in strategic management.</td>
<td>A</td>
</tr>
<tr>
<td>Ethical framework</td>
<td>In their leadership roles, graduates will understand that organizations operate within a global environment with a responsibility to their stakeholders to consider the organizations' impact on legal, ethical, social, and environmental issues.</td>
<td>Demonstrate an understanding of the impact of culture, ethics, legal, and corporate social responsibility issues in strategic management decision making</td>
<td>A, B, C, D</td>
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**Assessment Method**

A) Participation and Class Assignments 25%
B) Reading Abstract Review/Discussion 10%
C) Individual Case Review/Discussion 25%
D) Capstone Report (Financial, Situational, Case) 40%

Total 100%
TEACHING METHODS

This course will be primarily driven by student discussions. Although the instructor will lecture and lead the class, the instructor’s role will be as a facilitator of student discussions. Class will involve instructor lecture, weekly discussions of readings, cases, and assignments, scheduled chats, e-mail participation, individual and group exercises, case analysis, individual research, and individual and group presentation.

Learning strategies for the class will be student focused, using both self-directed and group interaction, however, most of the class will be predominately student self-managed and self-directed. Whenever possible, students will be encouraged to apply his/her own professional experiences and perspectives to support and reinforce class material and class discussions.

TEXTS AND READINGS


2. Select Readings/Cases, handouts, and exercises (Select class topics will be supported by additional reading and case study material. This material will be available online on Canvas and/or handed out to students prior to case assignment).

3. Supplementary reading material: To achieve an optimal learning experience and to facilitate class discussions students should regularly read newspapers and magazines related to the field of international business. In pursuit of this, you will have a subscription to the *Wall Street Journal* (WSJ) this semester. In addition to the WSJ subscription, students should also access and read other newspapers and magazines on current issues in international business; e.g.

   - The Financial Times
   - The New York Times
   - Fortune
   - The Economist
   - Business Week
   - Other business periodicals

Harvard Business Case Studies

As part of the course we will be discussing and writing up reviews for Harvard Business School (HBS) cases. The following cases will be discussed in the class this semester:

1. SodaStream Takes on Coke and Pepsi (Product #14118)
2. Tesla Motors: Burning Up the Road to Domination or Doom (Product # W13610)
3. BP and the Gulf of Mexico Oil Spill (Product # 11366)
4. House of Tata: Acquiring a Global Footprint (Product # 9-708-446)
5. Walt Disney Company & Pixar, Inc. (Product # 9-709-424)
6. Teva Pharmaceuticals Industries, LTD (Product # 9-707-44)
7. Whole Foods Market, Inc (Product # 9-475-476)
8. Zara: Fast Fashion (Product #9-703-497)
9. Geox: Breathing Innovation into Shoes (Prod#U895)

*A Course Packet will be distributed to all students*
RECOMMENDED READING: HARVARD BUSINESS REVIEW ARTICLES


*All these articles are available to students for free through the FGCU online library in the database “Business Source Premier.”*
COURSE REQUIREMENTS

1. **Class Attendance/Participation (25%)**: 
   All students are expected to initiate and actively participate in class discussion on the assigned case, reading and topics of interest. The instructor will be a facilitator evaluator and source of ideas and information for the class. In addition, it is anticipated that student will apply his/her own professional and/or academic experiences to the discussion and critical evaluation of the course material, cases and presentations.

   Class participation grade will include participation in class discussions, completion of class exercises or assignments, and bringing in and initiating discussion of current events. In presenting the news event you want to go beyond providing a summary of the details of the article or the event, but more an elaboration of the implications of the event that answers the question “**Why should we care?**”

2. **Article Review (10%)**: 
   Students will be assigned two readings from our reading list to review and conduct an abstracted summary. In addition, students will serve as “lead discussant” of the reading and present the article to the class and lead class discussion of the reading.

   Briefly, each student will be responsible for reading, and summarizing the main points of assigned readings. Students will carefully read the articles assigned to them. On no more than 2 single-line spaced pages (Times New Roman 12-point font with 2.5cm margin all around), students will summarize the article based on the following questions:

   a) Briefly introduce the underlying topic/issues of the article, and demonstrate how it relates to international management and the global market.
   b) What are the key points of the article? What messages is the author(s) trying to convey? What is the core information the author(s) wants to communicate? Your answers to these questions constitute the main part of your article summary.
   c) What is the take-away from the article? In 1-2 paragraphs, communicate what you believe is the most valuable information you have learned from the article. In doing so, try to carve out how the article contributes to a better understanding about how to successfully manage an organization from a global point of view.

3. **HBS Case Analysis (25%)**  
   Throughout the class, Harvard Business School (HBS) cases will regularly discussed. As part of these discussions, students will be assigned one case study to present to class and to write a written review. Case Assignments will be selected randomly the first class session.

   **Case Presentations**: Student will present the assigned case to the class, and will facilitate a complete discussion of the case study.

   **Written Review**: The student will write a written review for the assigned case study. For the written review, the student will respond critically to the case questions (your responses should clearly demonstrate your understanding of the case). In addition, the student will also clearly identify the issues, problems, as well as offer realistic solutions and alternative explanations for the case. The HBS case written review will be composed of four components:

   a) Introduction: Introduction to the case, company, industry, and pertinent key issues presented in the case.
b) Case Questions: Response to the set of specific questions related to the case and any approaches to responding to the pertinent issues in the case

c) Summary: A summary and recommendation of the case and lessons that can be learned from the case, as well as realistic solutions and alternative explanations for the case and how it impacts international management.

### Case Review Grading Rubric

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<th>Weight</th>
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<tr>
<td><strong>Introduction</strong></td>
<td>10%</td>
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<tr>
<td>An identification and discussion of the key strategic problems/issues detected in the case (you will be assessed on your ability to size-up the organization’s situation and to identify key problems/issues);</td>
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<tr>
<td><strong>Case Questions:</strong></td>
<td>80%</td>
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<tr>
<td>· Provide full answers to the study questions</td>
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<tr>
<td>· Demonstrate knowledge and mastery of case material in questions</td>
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<tr>
<td>· Demonstrate knowledge of use of strategic tools in analysis</td>
<td></td>
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<tr>
<td>· Show analytical and critical thinking in responses</td>
<td></td>
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<tr>
<td><strong>Summary/Recommendations</strong></td>
<td>10%</td>
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<tr>
<td>Present and show analytical and critical thinking in summary and recommendations, and offer realistic solutions and alternative explanations (include additional research for the company/industry in question for the time period stated in the case).</td>
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### Format for Written Review

Write-ups for the HBS Case Review should be around 5-7 pages. Cases reviews should be single spaced, employ 1” margins, use headings and subheadings where appropriate (list questions), use page numbers, and use a 12-point Times or Times New Roman font.

Refer to Appendix one for Case Study Questions.

### 4. Capstone Project: (40%)

As part of the capstone project each EMBA student will conduct a major analysis of companies within an industry. In pursuit of this students will select a primary company and two of its competitors to analyze. Although you may select the industry/companies, these selection will be subject to instructor approval (industry/companies assigned on a first come, first serve basis). All industry/company selections must be made by the end of the first week of class. The full capstone case contains three distinct portions.

1) The first part will be a 10-12 page maximum financial analysis of the company, plus any additional exhibits, tables, bibliographies, etc. (title pages, exhibits, tables, bibliographies, graphs, charts, etc., do not count towards the page limit).

2) The second portion will be a 10-12 page maximum length situation analysis of the company’s internal and external environment.

3) The final part will be the actual case analysis itself, which will build on the material completed during the first two portions. The main text of the final case analysis should be a maximum of 8-10 pages in length. This case involves significant outside research to be “up to date” on what is happening with your company.
Please Note:

1) Company and Comparison companies should be selected no later than second class

2) Drafts for project (various sections) can be submitted for comments prior to the final project.

3) The Final Capstone Project Case Assignments Sections, Financial, Situational, and Case Analysis will presented at the last class session.

Papers will be graded on grammar, spelling, and style in addition to content. Please keep case to required page length. For more detailed information about the case, please refer to:

Appendix 2 – Full Capstone Guidelines

EVALUATION METHODS/ASSESSMENT

GRADE BREAKDOWN

A) Participation and Class Assignments 25%
B) Reading Abstract Review/Discussion 10%
C) Individual Case Review/Discussion 25%
D) Capstone Report (Financial, Situational, Case) 40%

Total 100%

GRADING SCALE

<table>
<thead>
<tr>
<th>Grade</th>
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<tr>
<td>A</td>
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<tr>
<td>A-</td>
<td>90.00-92.99</td>
</tr>
<tr>
<td>B</td>
<td>83.00-86.99</td>
</tr>
<tr>
<td>B-</td>
<td>80.00-82.99</td>
</tr>
<tr>
<td>C</td>
<td>73.00-76.99</td>
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<tr>
<td>C+</td>
<td>77.00-79.99</td>
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<tr>
<td>D</td>
<td>70.00-72.99</td>
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<tr>
<td>F</td>
<td>67.00-69.99</td>
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</table>

Average Workload

<table>
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<th>Hours</th>
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<tbody>
<tr>
<td>Discussion and Participation</td>
<td>45</td>
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<tr>
<td>Preparation &amp; class processing and case review</td>
<td>40</td>
</tr>
<tr>
<td>Work on individual case review</td>
<td>20</td>
</tr>
<tr>
<td>Work on Capstone Project</td>
<td>80</td>
</tr>
<tr>
<td>Average Workload</td>
<td>185</td>
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</tbody>
</table>
CLASS AND UNIVERSITY POLICY

Attendance Policy
Class attendance is expected and will be noted regularly. Students are expected to actively participate in class discussion and participation points will be assigned for each class. ALL students should have read and be prepared to discuss course topics, cases and other subject matter on the dates indicated in this syllabus. Participation will be based upon students actively contributing to classroom discussions and to a positive learning environment in the classroom. Students should be aware that a perfect attendance record is not sufficient to obtain a high mark for the weighted evaluation given to participation. Examples of behaviors that contribute to a high mark in class participation are:

- Active and interested involvement in classroom discussions
- Helpful and effective responses to questions and issues raised in class
- Contributions that help the learning of other students and the class as a whole
- Contributions that demonstrate good preparation for class and mastery of course material
- Assistance to the instructor in class activities when requested

Assignment Completion Deadlines
Assignments due dates and dates of other evaluated activities are indicated on the schedule. Assignments are to be submitted on Canvas in assignment folders or drop boxes that will be set up for that purpose and are due prior to the beginning of the class, unless otherwise indicated. It is the discretion of the instructor if late assignments will be accepted; however, any accepted late assignments will incur a penalty. The amount of the penalty will range from be a minimum of 20% to up to 50% of the assessed mark for assignments with five days of lateness; after five days, assignments will not be accepted.

Make-Up Exams
Make-ups for exams will NOT normally be given. The only exception will be well-documented SERIOUS emergency, natural disaster, or serious illness of the student or close family member. In relevant cases physician’s confirmation will be required. Make-ups will absolutely NOT be given because the date of exam happen to clash with student’s travel plans, sports activities or regular work schedules. ALL requests for make-ups will need to be thoroughly documented.

Computer and Internet Policy
This class requires your full attention and participation. It is my policy to allow use of laptops in class ONLY WITH THE WIRELESS FACILITY TURNED OFF. The only permitted exception is when you are instructed otherwise as a part of in class activities. You are not allowed to use in-class telephone/PDA text, instant or email messaging under any circumstances. You have plenty of time outside class for such activities – don’t waste time in-class.

I regard needless surfing of the Internet, instant and text messaging as equivalent to openly reading a newspaper or magazine or holding a cell phone telephone conversation in class. Therefore I consider such behaviors both distracting to the learning of other students (as well as yourself) and discourteous to the class and to the instructor. Please be aware such behaviors are not only against my policy but will lose you significant participation marks.
Academic Dishonesty/Cheating Policy
"All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found under the "Student Code of Conduct in the Student Guidebook. All students are expected to study this document, which outlines their responsibilities and consequences for violations of the policy." (The FGCU Student Guidebook is available online at http://studentservices.fgcu.edu/judicialaffairs/new.html)

Plagiarism
Plagiarism occurs whenever you copy someone’s writing, even partially, and fail to reference it in your paper. If anyone is found plagiarizing, they will be given an automatic 0 for their assignment and the student will be turned over to Judicial Affairs. **IF YOU HAVE ANY QUESTIONS AS TO WHETHER SOMETHING WILL BE CONSIDERED PLAGERIZED, BE SAFE AND REFERENCE THE SOURCE.** If you copy a substantial amount of the sentence from a source, it should be referenced with QUOTATIONS. If you paraphrase it, you must reference it but you do not need quotes.

All students will be asked to sign an “ethics oath” prior to taking each online exam. In addition, although this is an online course it is essential that all students independently complete their work. Violation of this are regarded in the same category as cheating and academy dishonesty.

Disability Accommodations Services
“Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university’s guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please contact the Office of Adaptive Services. The Office of Adaptive Services is located in Howard Hall 137. The phone number is 239-590-7956 or TTY 239-590-7930”

Student Observance of Religious Holidays
“All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.”

Center for Academic Achievement
The Center for Academic Achievement (CAA) provides academic support services to all FGCU students. Students can take advantage of our free peer tutoring and Supplemental Instruction sessions for lower-level math and science courses, as well as workshops to facilitate the development of skills necessary for college success. Please visit the CAA in Library 103 or call us at (239) 590-7906. The website for CAA is www.fgcu.edu/caa.
Resources for Faculty General Education
Information on General Education program requirements is available online at http://www.fgcu.edu/General_Education/index.html

Service-Learning: Information on integrating service-learning into the course and course syllabus is available online at http://www.fgcu.edu/Connect/

Distance-Learning: Information on distance learning courses is available online at http://itech.fgcu.edu/distance/

Online Tutorials: Information on online tutorials to assist students is available online at http://www.fgcu.edu/support/

CANVAS Learning Management System and Demonstration Site
Information on CANVAS is available online at http://elearning.fgcu.edu/frames.aspx and http://elearning.fgcu.edu/section/default.asp?id=xxxDemoonlinecoursestudent

Library Resources
Main page: http://library.fgcu.edu/
Tutorials & Handouts: http://library.fgcu.edu/RSD/Instruction/tutorials.htm
Research Guides: http://fgcu.libguides.com/
Faculty Support: http://library.fgcu.edu/faculty_index.html
Contact Us: http://library.fgcu.edu/LBS/about/contactus.htm

Business Librarian: Kay Oistad
Office: Lib 217
Phone: 239-590-7604
Email: koistad@fgcu.edu

Financial Times, WSJ, and other Business Journal Databases
The following FGCU link connects you to search databases for business journals such as Financial Times, WSJ, etc:
http://ze7cm3rw7t.search.serialssolutions.com/?V=1.0&N=100&L=ZE7CM3RW7T&S=AC_T_B&C=financial+times

HBR Readings may be obtained from the FGCU Library (http://library.fgcu.edu/) through the database “Business Source Premier.”
**GEB 6895**  
**BUSINESS STRATEGY**  
**EMBA CLASS SCHEDULE***

Assignments are due on the date that they are assigned.

<table>
<thead>
<tr>
<th>Week / Date</th>
<th>Topic, Readings and Case Assignments</th>
<th>Activities</th>
<th>Due</th>
</tr>
</thead>
</table>
| Week 1  
Jan 2 | Introduction to Course and Strategy, What is Strategy and Why is it important?  
• Chapter 1  
• Syllabus (Review)  
• Reading: Porter, What is Strategy  
• Mini-Case 1: Does Facebook Have a Strategy  
• HBR: BP and the Gulf of Mexico Oil Spill | Assign Cases and Readings | |
| Week 2  
Jan 16 | Strategic Management Process  
• Chapters 2  
• Reading: Nelson, Secrets to Great Strategy Execution  
• Reading: Collins: Building Your Company Strategies  
• Mini-Case 2: Michael Phelps: Greatest Olympian  
• HBS: SodaStream | Class Review | |
| Week 3  
Jan 30 | External and Internal Analysis  
• Chapter 3 & 4  
• Reading: Porter, The 5 Competitive Forces  
• Reading: Lafley et al, Bringing Science to Art of Strategy  
• HBS: Zara: Fast Fashion | Class Review | |
| Week 4  
Feb 13 | Competitive Advantage and Firm Performance  
Differentiation, and Integration  
• Chapter 5 & 6  
• Reading: Prahalad, Core Competence of the Corporation  
• Reading: Johnson, Reinventing your Business Model  
• Mini-Case 14: The Rise of Samsung Electronics  
• HBS: Teva | Student Review | HBS Case |
| Week 5  
Feb 27 | Corporate Strategy: Integration, Diversification, Acquisitions, Alliances and Networks  
• Chapter 8 & 9  
• Readings: Brandenburger, et al, The Right Game  
• Readings: Mankins, Turning Great Strategy in Great Perfor..  
• HBR Mini-Case: Bet on one Big Idea or Diversify  
• Mini-Case 12: Which Auto Technology Will Win  
• HBS: Disney Pixar | Reading Review | HBS Case |
| Week 6  
March 13 | Global Strategies  
• Chapter 10  
• Reading: Skull, How to thrive in a Turbulent Market  
• Reading: Courtney, Strategy Under Uncertainty  
• Reading: Bell, KFC’s in China  
• Mini-Case 5: IKEA: Wonder from Sweden  
• HBS: Tata Motors | Student Review | HBS Case |
<table>
<thead>
<tr>
<th>Week / Date</th>
<th>Topic, Readings and Case Assignments</th>
<th>Activities</th>
<th>Due</th>
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<tbody>
<tr>
<td>Week 7 March 27</td>
<td><strong>Business Strategy: Innovation, Entrepreneurship, Culture, and Control</strong>&lt;br&gt;• Chapter 7 &amp; 11&lt;br&gt;• Readings: Kim, Blue Ocean Strategy&lt;br&gt;• Readings: Norton, Balanced Scorecard&lt;br&gt;• Readings: Kotter, Leading Change</td>
<td>Reading Review</td>
<td></td>
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<tr>
<td></td>
<td>Mini-Case 4: Starbucks&lt;br&gt;HBS: Tesla Motors (?)&lt;br&gt;HBS: Geox: Breathing Innovation Into Shoes</td>
<td>Student Review</td>
<td>HBS Case</td>
</tr>
<tr>
<td>Week 8 April 10</td>
<td><strong>Corporate Governance, Ethics, and Strategic Leadership</strong>&lt;br&gt;• Chapter 12&lt;br&gt;• Readings: Porter, Creating Shared Value&lt;br&gt;• Readings: Porter, Link Between Competitive Advantage and Corp. Social Responsibility</td>
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<td></td>
<td>HBR Mini Case: The Mission versus the Bottom Line&lt;br&gt;HBR: Whole Foods</td>
<td>Class Discuss</td>
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<tr>
<td>April 17</td>
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<td>Paper Due</td>
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<tr>
<td>Week 16 April 24</td>
<td><strong>Capstone Project Presentations</strong>&lt;br&gt;<strong>Course Recap</strong></td>
<td>Final Presentation</td>
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*This schedule is tentative and the instructor reserves the right to modify this schedule as circumstances dictate. Further information and instructions about the assignments will be given in class and provided in separate documents posted on Canvas.*
APPENDIX ONE
CASE STUDY QUESTIONS

SodaStream Takes on Coke and Pepsi (Product #14118)
1. What is SodaStream’s business Model? How is it different from the conventional carbonated soft drinks business model (e.g., coke, pepsi, etc)?
2. What challenges does SodaStream face as the disruptor and how should it approach these challenges?
3. What would you recommend SodaStream do to reach its goals?

Tesla Motors: Burning Up the Road to Domination or Doom (Product # W13610)
1. Given the importance of economics of scale in the auto manufacturing and technology industries, what is your long-term forecast for Tesla?
2. How should Tesla address the public relations (PR) issue of the car fires?
3. Will this car sell to a mainstream audience? Should it?
4. What should be done to make the retail plan work?
5. What can you glean from the financials of the company?
6. What is the long-term “positioning” for Tesla? Is it a car company or a technology company and Why?

BP and the Gulf of Mexico Oil Spill (Product # 11366)
1. Do you agree or disagree with Tony Hayward’s quote at the end of the case, and was this disaster strictly a BP failure or an industry accident?
2. What were the most significant flawed decisions made by BP and its partners in this case?
3. How did BP’s history and culture shape decision-making on the Deepwater Horizon rig and how did the political and regulatory environment affect decision-making by BP and its partners?
4. In what ways did BP lack the appropriate safety culture and what could it have done to build a stronger safety culture?
5. Why did so many employees – engineers, managers and rig workers – deem it appropriate to take significant risks?
6. Why did workers and management on the rig fail to oppose some of the poor choices that were made?
7. What should Tony Hayward have done in the immediate aftermath of the accident to manage the crisis more effectively?

House of Tata: Acquiring a Global Footprint (Product # 9-708-446)
1. What is your assessment of the globalization strategies of the Tata Group operating companies, particularly Indian Hotels, Tata Tea, and Tata Steel?
2. What is your assessment of the role of the Tata Group center in globalization?
3. Should Tata Motor’s bid for Ford’s Land Rover and jaguar units as part of its globalization efforts, and what are the pros and cons?

Walt Disney Company & Pixar, Inc. (Product # 9-709-424)
1. Which is greater: the value of Pixar and Disney in an exclusive relationship, or the sum of the value that each could create if they operated independently of one another or were allowed to form relationships with other companies? Why?
2. Assuming that Pixar and Disney are more valuable in an exclusive relationship, can that value be realized through a new contract? Or is common ownership required (i.e., must Disney acquire Pixar)?
3. If Disney does acquire Pixar, how should Bob Iger and his team organize and manage the combined entity? What challenges do you foresee, and how would you meet them?
Teva Pharmaceuticals Industries, LTD (Product # 9-707-44)
1. How did Teva succeed in Israel? Why did such a company emerge in Israel? How did Teva set itself apart from its competitors in Israel?
2. As the CEO of Teva, which markets would you concentrate on developing going forward?
3. As an executive in ‘big pharma,’ what approach would you take to deal with Teva?
4. Where is Teva vulnerable going forward?

Whole Foods Market, Inc (Product # 9-475-476)
1. What are ‘natural foods’? Is ‘natural foods’ a good business definition? What opportunities do natural foods offer for producers, distributors, and retailers?
2. What is Whole Foods’ strategy? How has it adapted it over time?
3. What challenges does Whole Foods face in 2006?
4. What would you advise CEO John Mackey to do to sustain Whole Foods’ lead?

Zara: Fast Fashion (Product #9-703-497)
1. How specifically do the distinctive features of Zara’s business model affect its operating economics? Specifically, compare Zara with an average retailer with similar posted prices. In order to express all advantages/disadvantages on a common basis, you may find it convenient to assume that on average, retail selling prices are about twice as high as manufacturers’ selling prices.
2. Can you outline the linkages among Zara’s choices about how to compete, particularly ones connected to its quick-response capability, and the ways in which they create competitive advantage? What does it suggest about such capabilities as bases for competitive advantage?
3. Why might Zara “fail”? How sustainable would you calibrate its competitive advantage as being relative to the kinds of advantages typically pursued by other apparel retailers?

Geox: Breathing Innovation into Shoes (Prod#U895)
1. What do creativity and innovation signify and entail and what are the key types of innovation?
2. Analyze Geox’s innovative strategy in detail. What are the features of this strategy that have made Geox shoes a success? What factors, other than product innovation, does Geox owe it competitive advantage?
3. Assess the market environment of the industries Geox operates in. Who are Geox’s key competitors? What strategies and options are available to Geox for sustaining its position in the industries?
APPENDIX 2
GEB 6895
Capstone Case Analysis Guidelines

You will conduct your case analysis in several parts. These parts are:

- A 13-15 page financial analysis of the company, plus any extra exhibits, tables, bibliographies, and so on.
- A 13-15 page situation analysis of the company’s internal and external environment, plus extra tables, exhibits, bibliographies, and so on.
- A 7-10 page integrated case analysis, which will build on the material finished during the first two portions. Ideally the main text of the integrated analysis should be longer than 8 pages, plus financial analyses (2 pages), appendices, exhibits, bibliographies, and so on.

Picking a Company & Industry to Analyze

I assign companies on a first-come-first-served basis before the deadline. Students that miss the deadline will have companies assigned by me. I highly recommend that you pick your company and its competitors wisely. If you discover that you have not chosen well, and need to change companies, the amount of work to play catch-up is often extraordinary. So, I suggest that your choices should fall within the broad limits listed below (though if they do not, I will not prevent you from picking the company, but this will make your task exponentially more difficult):

1) Your company, and its two primary competitors, should all be U.S.-based, publicly traded firms, preferably NYSE or NASDAQ listed;
2) Your company, and its two primary competitors, should be fairly focused businesses, e.g., they should not be broadly diversified or conglomerates such as General Electric (GE is a great company, but its scale of operations makes it incredibly difficult to analyze well in a 15 week semester), and the vast majority, say 70%+, of each firm’s revenues should come from one business or closely related lines of businesses; further, the primary business for each of the 3 firms should be the same primary business;
3) Check to make sure that all three companies have adequate information available; many times the top two companies will have LOTS of information and the third competitor will be almost invisible to the business and financial press;
4) Make sure all companies have public information going back at least 3 years; some Internet firms or recently merged firms do not have the necessary data for conducting a good analysis.
5) Do not pick a firm to analyze that you currently or previously have worked for.

If you do some basic research on your companies that matches the guidelines above, you will more than likely save yourself many potential problems later.
Paper Mechanics

Unlike the Harvard cases, your case analysis requires that you conduct much outside research to be current on what is happening with your company. Any complete analysis will always use both the “hard” (i.e., numbers-oriented) and the “soft” (i.e., management-oriented) analytic tools. These are talked about in the appropriate sections below. Also, the following rules apply to all your analyses:

- Your writing style is that of a consultant’s report to the organization’s senior management team—clear, focused, and concise.

- Use a standard font and type size (Times or Times New Roman at a 12 point size), double-spacing, and standard 1” margins.

- Use page numbers.

- Use headings and subheadings.

- Case analyses are formal documents. Do not use abbreviations or contractions.

- Material that exceeds the page limit length of the analyses will not be read. Your grade for the assignment will be based on the material presented up to the page limit length.

- Spelling and grammar errors will lead to a ½ letter grade cut for each error beyond 3.

- Make sure you use the APA citation method, cite extensively, and build your bibliography page accurately. The basic structure of the APA citation method is (Author’s last name, year) or (Author’s last name, year, page #) when using a direct quote. The general rule for citing material is “if it is not common knowledge, make a suitable citation,” or “when in doubt, cite it.” Generally, footnotes are not used in the APA format. Your bibliography page will be in the APA published format. The APA Style Manual is listed on the first page of the course syllabus, along with a link to the APA Web pages that give a quick overview of citation and reference methods. If you are still uncomfortable with preparing a paper in APA format, there are some software tools available to help you. I do not recommend any particular software or product on this list, and there may be others available; this is simply of software that I know about. As always, you are ultimately responsible for correctly following the APA guidelines:

  - EndNote (http://www.endnote.com/), available for about $100 academically priced;
  - ProCite (http://www.procite.com/), should also be available for about $100 academically priced;
  - APA Style Helper (http://www.apastyle.org/stylehelper/), direct from the APA, download price is about $35.00;
  - APA Referencing Macros for MS Word (http://www.southernoceansoftware.com/products.html), download price is roughly $20; and
  - Reference Point Software (http://www.charm.net/~rps/), MS Word macros/templates, download price is about $30.
In addition, Google has a great resource list at: http://directory.google.com/Top/Arts/Writers_Resources/Non-Fiction/Research_Papers/Citation_Guides/?tc=1):

- Do not plagiarize. If you do not know Florida Gulf Coast University’s policy concerning plagiarism, look it up in the University Bulletin.
- Turn your sources in with each of your analyses, either in paper format, or upload electronically to Canvas (not through e-mail). All grades are tentative until I have checked your resources.
- Your primary emphasis for all the analyses is the entire organization and all its separate businesses.
- All work must be sent as one integrated document ready to be opened and printed. Work submitted in multiple pieces will not be accepted and will be treated as late work per the syllabus guidelines.

Financial Analysis

Your written financial analysis is 13-15 pages long, and as with your Harvard cases, title pages, graphs, charts, tables, bibliographies and the like do not count as part of the page count. You may place as much of these materials in an appendix as you wish.

Required Outside Sources

- Your company’s and its 2 primary competitors’ most recent years’ (2 or 3 years, depending on availability) annual reports.
- Your company’s and its 2 primary competitors’ most recent years’ (2 or 3 years, depending on availability) 10-K reports and necessary 10-Q reports, plus any other pertinent SEC filing documents.
- Mergent Online; Net Advantage, Business & Company Resource Center; Dun and Bradstreet’s Industry Norms and Key Business Ratios Troy’s Almanac of Business and Industrial Financial Ratios (found in Library),
- The Value Line Investment Survey (both for your company, its 2 primary competitors, and your industry.
- Standard and Poor’s Industry Surveys.
- For your industry survey, you can use NetAdvantage; however, you might find it easier to use IBISWorld for educational services and SIC8299 Educational Support Services Not Elsewhere Classified in Business & Company Resource Center.

Required Components for the Financial Analysis

- Complete 3 year ratio analysis of your company versus itself, its 2 primary competitors, and its industry through the most recent quarter where financial information is available, plus a 3 year projections based on past data and/or industry information.
- Complete 3 year common size income statement of your company versus itself, its 2 primary competitors, and its industry through the most recent quarter where financial information is available, plus a 3 year projections based on past data and/or industry information.
Complete 3 year common size balance sheet analyses of your company versus itself, its 2 primary competitors, and its industry through the most recent quarter where financial information is available, plus a 3 year projections based on past data and/or industry information.

Complete 3 year cash flow analysis for your company and its 2 primary competitors through the most recent quarter where financial information is available, plus 3 year projections based on past data and/or industry information.

The financial analysis is an analysis, not a simple statement of facts. For example, it is not an analysis to simply say “The debt-to-equity ratio has been increasing during the past three years” [simple statement of fact]. Nor is it an analysis to say “The debt-to-equity ratio has been increasing during the past three years, which means that the company has been using more debt than equity to finance its operations” [definition as discussion]. Instead, a good analysis would be something like: “The company’s long term debt ratio has risen at a compound annual growth rate of 78.3% from 3% to 17% of total sales from 1997 to 1999. This is caused by the company’s vigorous plant building during the past three years and management’s decision to take advantage of the relatively low interest rates in the debt market. But, this high ratio, compared to the industry average of 11%, and combined with the recent rise in interest rates, suggests that the company cannot use much more debt financing to pursue future growth plans.”

A sample financial analysis comparative language paragraph (the data is fictitious; also, I have not included implications for competitive advantage include in this example):

ExxonMobil’s long term debt ratio rose at a compound annual growth rate of 78.3% from 3% to 17% of total sales from 1997 to 1999. ConocoPhillips’ increased at a 46.92% CAGR, from 3.5% to 11.1%, while Royal Dutch/Shell’s increased at a 31.04% CAGR, from 4% to 9%. These figures compare to an industry increase from 2.2% to 10.1%, or a 66.2% CAGR. While the industry as a whole saw a move to more long-term debt, mainly due to a conversion of equity to debt during the recent low interest rate era (Jones, 2004b), ExxonMobil’s increase was the direct result of its spending $11 billion to bring its Alaskan oil reserves online (ExxonMobil, 2004a). ConocoPhillips’ increase is attributable to a modest campaign (with an estimated outlay of $2 billion) to modernize four of its Gulf of Mexico refineries (McLaren, 2004a). Finally, Shell, with its comparatively modern refineries and recently opened North Sea oil field, has demonstrated less need for new long-term debt (Prost, 2004). ExxonMobil’s high ratio suggests that the company may be at the limits of its ability to acquire much more debt financing to pursue its future plans while ConocoPhillips and Shell appear to have much more strategic flexibility.

Your written financial analysis should talk about your findings from each of these components and the implications for competitive advantage for your company for each component. Where your information is speculative (such as the financial projections), I strongly recommend that you provide ample justification for the reason behind these speculations. While I have no needed structure for the overall financial analysis write-up, I can definitely see a structure suggested by the five-bullet outline above.

I do require that you end your financial analysis with an approximate 2 page overall discussion of the 2-4 key competitive issues/themes (not a summary!) arising from the analysis for your company. These issues/themes should play an important role in your final case write up.
**General Notes on Preparing the Financial Analysis**

1) Make sure you go three years back and three years forward from most recent period in which financial data is available (for most, this will be Q2 of 2006).

2) Use calendar years to standardize the data, not accounting years, when companies have different ends of fiscal years. Comparing accounting years to accounting years is an apples to oranges comparison for some firms/industries.

3) For brevity’s sake, it is usually best to make one inclusive citation at the beginning of the paper telling where all the basic financial data was obtained. But, you still must cite extensively other information used within the analysis (often the background filling and interpretive information, the how’s and why’s of the data, and so forth) or when you used financial data that did not come from your primary sources.

4) When looking at growth rates and changes in numbers, discuss the changes in numbers using the compound annual growth rate (CAGR) instead of simple percentage changes. The formula is:

   \[
   CAGR = \left( \frac{FV}{PV} \right)^{\frac{1}{n}} - 1
   \]

   where:

   - \( FV \) = future value;
   - \( PV \) = present value; and
   - \( n \) = # of years

5) Make sure each major section ends with an analysis of the implications for competitive advantage (ICA)—for the ratio sections, I would suggest that the competitive advantage analysis would occur for each major ratio area (liquidity, leverage, and the rest.).

6) There should not be any new information contained within implications for competitive advantage discussions. ICAs try to make sense of what has just been presented/analyzed.

7) ICAs always ask and answer the same two questions. The first question is “which firm(s), if any, has the competitive advantage in this industry, and what specifically is the basis of that competitive advantage?” If the firm with the competitive advantage is your firm, then the second question is “how does the firm maintain this competitive advantage against its competitors?” If the firm with the competitive advantage is not your firm, then the second question is “what does the firm need to do to improve against the firm(s) with the competitive advantage?”

8) Make sure each analysis section explicitly looks at all three firms (your firm and its two main competitors) and the industry.

9) For projections, use whatever common business method for projecting that is comfortable for you. I do not care what method you use, as long as you briefly justify what method you picked.

10) Make sure projections explicitly deal with your firm, its competitors, and the industry.

11) For projections, you can include them at the end of the 4 major tools (balance sheet, income statement, cash flow, and ratios), or you can include them as a separate section after using the tools (before the key issues). Just make sure you tell me which method you are using early on. Projections are about 1½ pages total.

12) Make sure that you have about 2 pages of the key issues for your company that arise from your analysis. This is enough space to explore 2 to 4 key issues. With a well-written analysis, the reader can expect what the key issues are going to be: they keep
popping up throughout the paper—if many tools suggest it is an issue, it probably is a key issue. If few tools suggest that it is a key issue, it probably is not a key issue.

13) Key issues sections NEVER contain new information. Remember, key issues arise from the analysis.

14) Do not waste time or space providing a summary at the end of the analysis—there is no summary section at the end of an analysis. Go right to the key issues. Key issues are not summaries—they are discussions of the major themes facing your company, why they are major themes, and what their likely affect is going to be. They are somewhat similar to the problem statements in your Harvard case analyses, but you have to make more of a case for them and describe them a little more.

15) Page length mathematics: 15 pages total: minus 2 pages for key issues, minus ½ page for introduction and overview, minus 1½ pages for projection leaves about 11 pages to cover the 4 major sections: ratios, cash flows, balance sheets, and income statements. This means that each major section is about 2½ to 3 pages long. BE CAREFUL THAT YOU DON’T MAKE ONE SECTION LONG (E.G., RATIOS THAT ARE 5 PAGES) AND ANOTHER SECTION REALLY SHORT (E.G., CASH FLOWS THAT ARE 1 PAGE). ALONG WITH MISSING KEY ISSUES, OR LACK OF COMPETITIVE ADVANTAGE IMPLICATIONS, THIS IS THE ONE MISTAKE THAT WILL HURT YOUR GRADE THE MOST.

Situation Analysis

Your written situation analysis (covering the company's internal & external environment) is 13-15 pages long, and as with your Harvard cases, title pages, graphs, charts, tables, and the like do not count as part of the page count. You may place as much of these materials in an appendix as you wish.

Required Outside Sources

- Your company's and its 2 primary competitors' most recent years' (2 or 3 years, depending on availability) annual reports.
- Your company's and its 2 primary competitors' most recent years' 10-K reports (2 or 3 years, depending on availability) and subsequent 10-Q reports, plus any other pertinent SEC filing documents.
- The Value Line Investment Survey (both for your company, its 2 primary competitors.
- Standard and Poor's Industry Surveys.
- Standard & Poor's Research Insight data for your company and its 2 primary competitors.
- Standard and Poor's Register of Corporations, Directors & Executives, volume 1, Corporations for your company and its 2 primary competitors

Suggested Outside Sources

- Articles from major news sources such as Fortune, BusinessWeek, and The Wall Street Journal on both your company and its primary competitors
- Wall Street analysts' reports on your company and industry
While I do not have a requirement on which outside resources you use, I do require that at least \( \frac{1}{2} \) of your sources be derived from non-Internet-based resources. Much of the material found on the Internet is of exceptionally low quality and/or is simply PR material likely to harm your analysis more than help it. Further, many high quality resources still have not been made accessible through the Internet. Traditional print media, such as *BusinessWeek*, can be taken from the Internet and still count as a non-Internet-based resource. In any instance, I urge extreme caution in using Internet-based materials. I also require that you collect at least 20 sources and reports for your internal & external environment analysis (not counting the required list above). These articles must be from at least 10 distinct sources. One common mistake students typically make in analysis is to take 10 pages from one Internet-based site (e.g., the company’s home page; online databases such as *Lexis-Nexis* do not count as 1 site as long as the articles used are from different primary sources). This, unfortunately, counts for only 1 article. The goal of this requirement is to make sure that you think about a diversity of sources of information in conducting your analysis. Failure to do so often leads to analyses that are unintentionally biased due to few sources.

**Required Components for the Situation Analysis**

- External environment analysis (e.g., the company’s industry structure, 5-Forces, industry change drivers, value chain, the positioning and strategies of competitors, etc.)
- Internal environment analysis (e.g., the company’s strategy [multiple articles], strategic intent, capabilities [RBV], structure, culture, leadership, etc.) for both the company and its 2 primary competitors.
- 3 year internal and external environment projections of the company, its 2 primary competitors, and the industry (external only for the industry).

Your textbook and the course readings contain many useful articles that, when applied properly, can provide tremendous insight in conducting your case analysis.

A sample situation analysis comparative language paragraph, including sample implications for competitive advantage (all data below is fictitious):

Two driving forces face the petroleum industry. The first is that the demand for crude oil products is predicted to grow by 3% annually over the next 7-10 years, far outstripping current supply. This is due to a number of reasons, but it especially traces its causes to the ongoing liberalization of China’s economy (Jordan, 2004a). ExxonMobil is well-positioned to respond, with 27 billion barrels of oil in reserve, and by virtue of owning the largest distribution network in China (Williams, 2003). Similarly, ConocoPhillips has the largest amount of untapped reserves at 36 billion barrels, though estimates vary on how much of these reserves it can bring online in the next 2-4 years (Jordan, 2004a). Royal Dutch/Shell, with its recent reserve restatements (down to 7 billion barrels from an estimate 16 billion), is not well positioned to meet the global demand increase (Minardi, 2004). The second driving force is accelerating worldwide legislation to improve the cleanliness of fossil fuel products (Jordan, 2004b). Prost notes that “Shell’s recent refinery modernization campaign leaves it relatively immune to even the strictest of the current legislation being considered” (2004, p. 6), while Smith (2004) asserts that ExxonMobil’s preponderance of middle age refineries puts it in a position of low-to-moderate financial exposure to address the issue. The greatest risk is for ConocoPhillips, which has only belatedly embarked on an $8-$10 billion modernization of its Gulf of
Mexico facilities (McLaren, 2004). Competitively this puts ExxonMobil in the best position to adapt to the forces both from time to respond and financial exposure perspectives in the next two to four years, and it is fairly secure beyond five years. However, Exxon may need to accelerate some of its plant modernization programs to defend its lead in the near term, especially against Shell. Conversely, Shell has significant longer-term supply problems and ConocoPhillips has significant nearer-term pollution problems as a result of these two driving forces.

Again, I have no particular preference for how you conduct your environment analysis. Your analysis should explicitly deal with analyzing your company’s internal environment and its external environment, but I leave the method up to you. I should be able to see a clear structure in your analysis and a clear use of analytic tools. Like the financial analysis, you should talk about your findings and the potential implications for competitive advantage for your company for each tool you use. Where your information is speculative (such as the 3 year projections), I strongly recommend that you provide ample justification for the basis of these speculations.

Finally, I also require that you end your situation analysis with an approximate 2 page discussion of the 2-4 key competitive issues/themes (not a summary!) arising from the analysis for your company. These issues/themes should play an important role in your final case write up.

**General Notes on Preparing the Situation Analysis**

1) It’s a Situation Analysis, not a Situational Analysis.
2) Try not to make your analysis a history lesson—sources older than 1 year old generally are not useful in a Situation Analysis.
3) Strive for balance in your resources, and pay particular attention to not using information that is inherently public relations-based (annual reports, press releases), or of dubious quality.
4) The 20 resources is the **smallest** number required. You probably will use a lot more.
5) Make sure that you get a balanced number of sources for each of the three firms in your analysis and the industry—try to avoid ignoring or slighting one of the competitors based on a lack of resources and/or data.
6) You will cite MUCH MORE EXTENSIVELY in the Situation Analysis than in the Financial Analysis.
7) Each major section (internal and external environment) is made up of multiple analytic tools (e.g., 5-Forces, culture assessment, etc.).
8) When trying to decide whether a tool is an internal or an external tool, think about the following:
   a. **Internal tools (pure)**: designed to look at/assess only a single firm, regardless of the actions of other firms, or other firms are only incidental to the tool’s use. An example of this would be a cultural assessment;
   b. **External tools (pure)**: designed to understand an industry or its dynamics, and from the tool’s perspective, knowledge of individual firms is not necessary, or is only incidental to the tools use. An example of this would be a 5-Forces analysis; and
   c. **External tools (geared toward directly assessing competition and/or competitors)**: designed to explicitly compare two or more firms, often on competitive issues—tool cannot be properly used unless direct knowledge of two or more firms is used. An example of this would be a value chain analysis.
9) Make sure you give a clear indication of what variant of a tool you are using. For example, there are at least 4 distinct tools that are designed to look at strategy.
10) Some articles contain multiple tools…
11) Make sure you do not use partial tools—use the tool completely. For example, a 5-Forces analysis needs to explicitly think about all 5 forces, and a cultural assessment needs to consider all three criteria. Each reading will give you the complete method for using the tool correctly.

12) Make sure each tool ends with an analysis of the implications for competitive advantage (ICA).

13) ICAs always ask and answer the same two questions. The first question is “which firm(s), if any, has the competitive advantage in this industry, and what specifically is the basis of that competitive advantage?” If the firm with the competitive advantage is your firm, then the second question is “how does the firm maintain this competitive advantage against its competitors?” If the firm with the competitive advantage is not your firm, then the second question is “what does the firm need to do to improve against the firm(s) with the competitive advantage?”

14) There should not be any new information contained within implications for competitive advantage discussions. ICAs try to make strategic sense of what has just been presented/analyzed.

15) Make sure each tool explicitly looks at all three firms (your firm and its two main competitors) and the industry (the industry only need to be used for the external environment).

16) For projections, use whatever common business method for projecting that is comfortable for you. I do not care what method you use, as long as you briefly justify what method you picked.

17) For projections, you can include them at the end of the 2 major sections (internal and external environment), or you can include them as a separate section at the end of the paper (before the key issues). Just make sure you tell me which method you are using early on. Projections are about 1½ pages total.

18) I strongly recommend that you use 5-7 tools in each section (internal and external environment), so this means that the average tool length is about ¾–1 page long.

19) Make sure that you have about 2 pages of the key issues for your company that arise from your analysis. This is enough space to explore 2–4 key issues. With a well-written analysis, the reader can expect what the key issues are going to be: they keep popping up throughout the paper—if many tools suggest it is an issue, it probably is a key issue. If few tools suggest that it is a key issue, it probably is not a key issue.

20) Key issues sections NEVER contain new information. Remember, key issues arise from the analysis.

21) Do not waste time or space providing a summary at the end of the analysis—there is no summary section at the end of an analysis. Go right to the key issues. Key issues are not summaries—they are discussions of the major themes facing your company, why they are major themes, and what their likely affect is going to be. They are somewhat similar to the problem statements in your Harvard case analyses, but you have to make more of a case for them and describe them a little more.

22) Page length mathematics: 15 pages total: minus 2 pages for key issues, minus ½ page for introduction and overview, minus 1½ pages for projections leaves about 11 pages to cover the 2 major sections: internal and external environment. This means that each major section is about 5–5½ pages long. BE CAREFUL THAT YOU DON'T MAKE ONE SECTION LONG (E.G., A 4 PAGE 5-FORCES ANALYSIS) AND ANOTHER SECTION REALLY SHORT (E.G., CULTURE ANALYSIS THAT IS 1 PARAGRAPH). ALONG WITH MISSING KEY ISSUES, OR LACK OF COMPETITIVE ADVANTAGE IMPLICATIONS, THIS IS THE ONE MISTAKE THAT WILL HURT YOUR GRADE THE MOST.
**Integrated Case Analysis**

Your integrated case analysis is 7-10 pages long, plus it must contain an extra 2 page financial discussion detailing the recommended course of action and its implementation. Like your Harvard cases, graphs, charts, tables, and the like do not count as part of the page count. You may place as much of these materials in an appendix as you wish.

Your integrated analysis should name the key issue(s) facing your organization, explore strategic alternatives to tackle the issue(s), make a recommendation on the best course of action, and provide a full implementation plan.

If you have conducted your financial and situation analyses well (especially with the 2 page issues/themes discussion at the end of each), you should have little difficulty creating an integrated analysis. But, the integrated analysis is not a cut and paste rehash of your prior analyses. It is a standalone document independent of the other two, and it needs to be written that way. You cannot assume that the reader will have access to the financial and situation analyses. Further, since this is not a Harvard-based case, you will need to spend a little more time building your analyses and arguments. Like all the other analyses for this project, you should still assume that you are outside consultants presenting your findings to the organization’s top management team (who are intimately familiar with the organization).

Finally, you must make sure that your integrated case analysis relies on up to date materials. Conditions for your company and industry may have changed since the time you conducted your financial and situation analyses. It is your responsibility to make sure that your integrated case analysis is current when it is submitted and presented.

**General Notes on Preparing the Integrated Full Capstone Case Analysis**

1) Perhaps the easiest way to identifying the key issue for your company in the Integrated Full Capstone Case analysis is to revisit the key issues in your Financial and Situation analyses—if your primary key issue is not identified as a key issue in one of those two papers, then in all likelihood it is not the key issue.

2) The 2-page financial analysis appendix is not a rehash of your original Financial Analysis. Instead, it is the financial calculations behind & supporting your recommendation and implementation. In short, it is all about what it is going to cost, and what are the financial benefits?

3) New information does not need to be in the integrated Full Capstone Case Analysis unless necessary (e.g., a major event takes place between the submission of the Situation Analysis and the submission of the Integrated Full Capstone Case Analysis). Still, you probably want to gather, and cite, other information to support analyses of alternatives, and recommendation and implementation details. In short, the Full Case Analysis is directly derived from your prior Financial and Situation analyses, but you may want to add research-based details to bring the ending sections alive.

4) Cite your own earlier papers (situation and financial analysis) when necessary. Generally, you will have just a few citations in the Full Case Analysis.

5) The implementation section, always one of the most important parts of the Harvard analysis, is even more important in the Integrated Full Case Analysis.
**Structural Elements in Depth**

1) A **Key Strategic Issue identification section**
   a) A **brief** background of key relevant information/facts pertinent to the case. Remember, the goal is not to summarize the case—we all have the case available to us.
   b) 1-2 sentences **succinctly** describing the primary key issue facing the organization. The statement should be direct and actionable, e.g., the problem must be stated in some way that the organization can take action to solve the problem. *It should also be strategically focused, not tactically or operationally focused.* One (of many ways) to determine whether an issue is strategic is to ask yourself “what happens to the organization within the next 3-5 years if the issue is not addressed?” If your answer is “not much” then it is probably not a strategic issue.
   c) 3-5 sentences describing the **best case, likely case, and worst case** scenarios if the strategic issue is not addressed (i.e., no action is taken): 1-2 sentences for each scenario.

2) An **Alternatives section to address the key issue**. Alternatives must be **strategic**, and they must be **mutually exclusive**. For example, two alternatives for an issue could be to a) buy the competitor, or b) not to buy the competitor—obviously the organization cannot do both. You will usually develop 2 or 3 alternatives in an analysis. Rarely, if ever, is “do nothing” or “continue to do what they are doing” a strategic alternative for a case.
   a) For each alternative briefly detail the alternative and then:
      i) Discuss 2-3 strategic **advantages** of the alternative.
      ii) Discuss 2-3 strategic **disadvantages** of the alternative.

3) A **Recommendation** section where you select 1 (and only 1!) alternative from the list above as the recommendation (typically ½-¾ page)—this answers the question of “what should the organization do?”
   a) **Describe** 1-3 key decision criteria and/or assumptions, with rationale, that will serve as the basis of the decision.
   b) **State the recommended course of action** (from your list of alternatives) and possibly provide a little more elaboration of the recommendation beyond its description in the alternative section.
   c) Describe why the recommended course of action is the best alternative and the weaknesses of the other alternatives that prevent them from being selected as the recommendation.
   d) Describe the goals of the recommendation. These **must be realistic and achievable**, and include a stated time frame for achieving, appropriate specific & measurable goals (profit, market share, etc.), and the expected costs and benefits. In short, follow the acronym SMART (specific, measurable, assignable, realistic, and time-related), when trying to write goals.

4) **A section discussing Implementation** —this answers the question of “how should the organization go about achieving the recommendation.” This is in many respects the most important part of the entire case analysis. This section describes how the organization should go about making the recommendation happen. This section needs to be described in as much detail as possible given the constraints in the case—when you are missing specific data, fill in using sound business judgment. Items to include (this is not necessarily a complete list):
   a) **Description of specific activities that need to be undertaken**
   b) **Assignation of responsibilities**
   c) Costs of each activity
   d) **Time frames for each activity**
   e) Measures of success/failure for each activity
   f) **Possible coordination issues**
   g) Possible obstacles/impediments that need to be considered/dealt with to successfully implement the recommendation

5) Your case end with a brief **conclusion section and implementation for the future.**