

MIS - 44285 004 - 14641
INTEGRATED BUSINESS
POLICY / STRATEGY

FALL 2010
KENT MAIN CAMPUS



MON & WED
3:45 PM – 5:00 PM
BSA 205

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INTEGRATED BUSINESS **POLICY / STRATEGY**

COURSE OBJECTIVES

Upon completion of the course, the student should be able to:

- **Increase** awareness of the synergies in attaining business success
- **Define** leadership and its role in an effective business
- **Enhance** general business knowledge in seeing the whole functional network
- **Examine** influential strategic management ideas, concepts and leaders
- **Apply** strategic management concepts via case study analysis
- **Overview** of the value of planning and strategy to business success
- **Internalize** the basic steps of strategic management
- **Identify** key “drivers” and performance measures within a business
- **Develop** a desire for students to be business leaders
- **Create / Manage** the course work via a business plan in a team-based organization
- **Define and Integrate** the power of Mission, Vision, & Strategy via Jim, Inc organization
- **Apply** Porter’s Five Forces to fully examine assigned case studies
- **Develop / practice** ability to practice / sustain arguments of strategic relevancy

COURSE DESCRIPTION

This course draws upon theoretical developments and empirical findings in the field of Strategic Management that provides an understanding of how organizations choose to compete in a given marketplace, why some succeed and others fail, and what can be done to improve a firm’s competitive position and economic and commercial performance. We will explore sources of competitive advantage and disadvantage of individual businesses while considering ways in which they could / should enhance their strategic position. We will develop a more focused understanding of the vital nature of shareholder value as well as the implication for the stakeholders of a business enterprise. We will explore sources of competitive advantage and disadvantage of certain key businesses and try to determine more effective ways in which they could enhance their strategic position. The focal perspective of this journey will be through the eyes and actions of a General Manager having, thus, ultimate profit / loss responsibility resulting from effective / ineffective synthesis of the core functions that reside inside a business framework.

This journey begins at the Process for conceiving, developing, formulating, launching, leading and accomplishing strategic competitiveness that yields above average returns. The Strategic Leadership Model shown below will be the topography for our journey for this topography is built upon an ever changing geography that is changing in nano-second time. From the current debacle called the Gulf Oil Spill to the two-front war the US is fighting to the unraveling of the European Union to a new configuration, to the staggering costs of healthcare, the cacophony of agony around debt and the elevation of a new economic and political force in our new century, the BRIC; we are awed at the pace and staggered by the implication for each of us in ways we cannot even grasp at times. The individuals, companies and governments that will be successful will be those committed to looking across the horizon of the future and not languishing in the “tar balls” of a beleaguered past. Thus, it is about Strategic Leadership that will take us to places unimagined today or its void will be in wallowing in the agony of anger, political scavenging and economic erosion.

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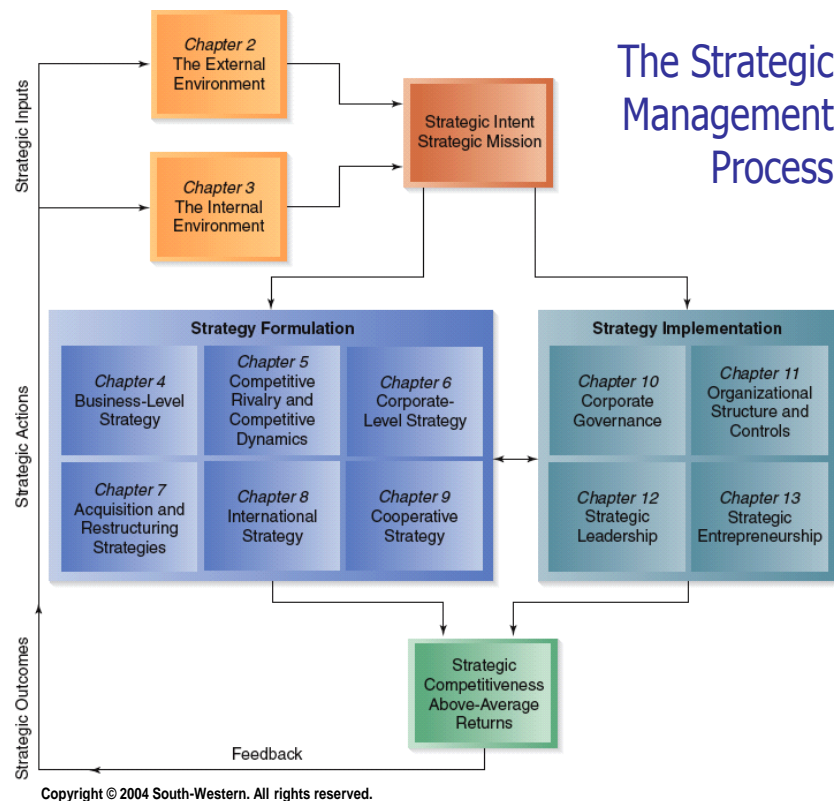
Two main implications derive the flow of the learning journey. First, the course is not just about concepts and analytical frameworks but rather about their practical application to real-life business situations. Secondly, the emphasis of the course is on making the total organization successful as opposed to concentrating on any single business function such as manufacturing, finance, sales, HR, etc. As such, the course is designed to build upon previous academic work in the business degree program, providing a "total business" perspective. The student will be able to integrate and build upon material learned previously in economics, finance, marketing, HR, organizational behavior, etc courses. The course is, after all, a Capstone experience.

This will be an adventure into an environment of delivery pressure, heavy workload, time consumption and commitment to a team and integrating each member of the team into the business of processing the work via Jim, Inc. This course is "live fire" meaning it is conducted in every way as life in the commercial fast lane so that it feels like the real world with all its good and not so good that goes with that. It is about learning, feeling, sensing, and understanding the vital nature of planning at a strategic, long view, wide footprint perspective.

THE STRATEGIC MANAGEMENT PROCESS

The study of Strategic Management in the 21st century is truly a **Danger Close** environment and it is with that same adrenalin pump that we will probe the depths of the concept of leading at a strategic perspective. We will learn via models crafted by experts such as Michael Porter. We will drill into the components of the Strategic Management Process. But more importantly we will take the models and the process and look at current and historical events, companies, issues to test the validity of the academics of the concept of strategic management. Leadership is a confluence of Economics, Geography and History and this is especially right-targeted when looking through the gun sight across the horizon of strategy development. Like with the command, **Danger Close**, it takes guts, fear, worry but overarching all that is the undeniable force of SURVIVAL! So it is all about survival which triggers a whole new set of physiological reactions for that is an intimate reality for strategic leaders. As GE's Mr. Welch aptly defines ...

Business strategy is less a function of grandiose predictions than it is a result of being able to respond rapidly to real changes as they occur. That's why strategy has to be dynamic and anticipatory." - Jack Welch



The model shown above provides a very good roadmap for our learning journey. Just looking at the chapter titles from our text configured into a process map, the approach will facilitate a structured, open means to move down the pathway of understanding. This course is about understanding and this journey is about creating and growing a deep desire in each student to want to seek out and to understand why things happen as they do in business. An old adage I learned in the Army many years ago is so true; you fail to plan or you plan to fail! Strategic Management is about planning and execution and agility in reacting to marketplace stimuli; PERIOD!

PORTER'S FIVE FORCES

Dr Porter's Five Forces provides an excellent means to dissect a business through the five channels which are shown next. Understanding each company in its components takes us down a pathway to grasp the strategic and competitive forces driving it toward competitive success for predictable failure. The five forces are:

1. Existing competitive rivalry between suppliers
2. Threat of new market entrants
3. Bargaining power of buyers
4. Power of suppliers
5. Threat of substitute products (including technology change)

JIM, INC ORGANIZATION

The spinal column of our journey will be the Jim, Inc organizational structure. You will find it outlined and explained in the Philosophy file you will receive. There are ten teams assigned with a named team leader for each team. The ALFA team leader will additionally serve as the Chief Operating Officer that reports directly to me as CEO. The role of team leader will be rotated at least two times during the semester at a time when I deem it appropriate in consultation with the COO. Everything we will do will be done via the organizational structure of Jim, Inc. The team leaders will be selected based on their displayed initiative, academic performance and what I deem as above average organizational skills observed by the initial team leaders and myself as CEO.

SENIOR STATUS

It is your responsibility to apply for graduation before the set deadline. If you apply after the deadline you will be assessed a \$200 late fee. Please see your academic advisor as soon as possible if you are uncertain as to your progress toward graduation. The graduation application deadlines are follows:

Graduation Application Deadlines:

May Graduation: Apply before September 15th

August Graduation: Apply before December 15th

December Graduation: Apply before March 15th

To apply for graduation complete the following steps:

1. Log onto your Flashline account
2. Click on the Student Tools tab
3. Look in the Graduation Planning Tool Box
4. Click on Application for Graduation

**If an error message appears, you must contact your advisor.

COURSE WITHDRAWAL DEADLINE

For Fall 2010, the course withdrawal deadline is Sunday, November 7, 2010

REQUIRED BOOK

- **Strategic Management by Hitt, Ireland & Hoskisson 8th edition ISBN 13: 978 0 324 655559 9**

The textbook will serve as the spinal column of our learning journey and is an excellent rendering of concepts and processes around this topic of strategic management. We will analyze cases that have direct pertinence in our rapidly changing world from an assortment of core industries. We will understand the vital nature of analyzing and properly assessing both the internal and the external environment of a business. .

- **The Selling of the American Economy by Micheline Maynard ISBN 978-0-385-52052-2**

The author has put together a writing that will challenge and inform the reader on the changing face of the U.S. and thus the global economy. Most Americans really do not understand the complexity of the US economy and certainly do not realize the tremendous influx and influence of Foreign Direct Investment for us, as a nation, are now "addicted" to these tremendous flows of capital from other countries and its huge component on the US GDP. The book discussion, by team, will focus on the strategic components of Suppliers, Customers, New Entrants, Substitutes and Competitor Rivalries as outlined by our text. This book will serve to internalize more realistically the concepts of strategic management in the world's largest and most troubled economy. The delivery assignments are shown in the Roadmap that covers the following:

- | | |
|--|---------|
| • Profile the author / The Selling of the American Economy | FOXTROT |
| • The Invisible Worker / Foreign Capital | GOLF |
| • The Welcome Mat / Foreign, Owners, American Management | HOTEL |

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- New Face of Economy / Not in my Backyard / A View from the Top
- Not in Washington's Backyard, Either / The Race Between the States
- The Mercedes – State of Alabama story
- The Honda-Marysville, OH Story
- The BMW – South Carolina, Story
- The Hyundai – Montgomery, AL Story
- The Toyota - Georgetown, KY Story

INDIA
JULIETTE
ALFA
BRAVO
CHARLIE
DELTA
ECHO

GRADING SCALE

Grade	Percentage
A	100-95
A-	94-90
B+	89-86
B	85-83
B-	82-80
C+	79-76
C	75-73
C-	72-70
D+	69-65
D	64-60
F	59-0

GRADE POINT BREAKDOWN

- Mid Term Exam 1,500 points
- Final Exam 1,500 points
- Team-based case analysis 1,500 points
- Team Research paper / project 1,000 points
- Book Project 1,000 points
- Essay 1,000 points
- Investment for Tomorrow 1,000 points
- Hostile takeover autopsy 1,000 points
- Team Business plans 1,000 points
- Team Involvement 1,000 points
- The Godfather 1,000 points
- Chapter 1 1,000 points
- Chapter 2 1,000 points
- Chapter 3 1,000 points
- Chapter 4 1,000 points
- Chapter 5 1,000 points
- Chapter 6 1,000 points
- Chapter 7 1,000 points
- Chapter 8 1,000 points
- Chapter 11 1,000 points
- Chapter 12 1,000 points

TOTAL

21,500 points

THE BLOCKS OF WORK

EXAMINATIONS

PAPER

There will be **TWO discussion-type examinations**. This will be an **individual effort**. The student can use any reference materials you wish to support the answers but all sources will be documented and properly credited. The fundamental of my testing is to see clearly that you **UNDERSTAND** the question thus why I will never use multiple-choice standardized testing materials. The business world does not question things expecting an answer of A, B, C, D, etc. The examination will be emailed to each student one week prior to the due date for the examination turn in. The exam will be turned-in in hard copy. Effective writing skills are a vital component of our journey so I expect your work to be professionally submitted in spelling, grammar, sentence structure and referencing any sources you might choose to utilize. The examination is to be turned in on the scheduled class indicated in the syllabus. If not turned in the test score will be reduced by ten points for each late class period leading up to the actual submission.

BUSINESS PLAN-DRIVEN TEAM WORK

PRESENTATION

Business planning is vital to business success. I view this academic journey as a business and thus investment of capital for future returns must yield an ROI or a return on investment. People that yearn to work in a vacuum or carry their own load in a silo will, frankly, struggle this entire semester. The team will develop a **State of the Business** summary that will be presented within the first two weeks of the semester and a final wrap up the team business plan at the end of the semester covering the components' status outlined above for the business plan. A business plan can have many elements but each of the teams will develop its own team business plan to incorporate the following elements:

- Basic assumptions upon which the plan is built
- Team logo / Mission, Vision and Strategies to accomplish the work
- A scorecard that provides transparency on key performance indicators -- KPI
- Attendance accountability policy and metric
- Work completion process / accountability system
- Involvement of ALL team members
- SWOT the process at the beginning and at the end of the journey
- Lessons learned from the journey
- Opportunities for Improvement

TEAM CASE STUDY APPROACH

PRESENTATION / PAPER

- **10 PowerPoint slides**
- **20 pages Arial 12 double space margins justified**

APPROACH CONCEPT

The organizational concept we will use for this process is that each of the ten teams will be assigned a case from the text book. That team will develop the two components addressed next via the PowerPoint and the Paper. The team will be a team of paid consultants hired by the company. The consulting team is to thoroughly analyze the company through the long list shown below to FEEL the company. The rest of the class will serve as the Board of Directors for that Company. Thus, the consulting team is holding a mirror up to the existing

corporate leadership team as they seek to move the Board into a right and proper strategic direction from the research the consulting team has done.

Case study is the means to utilize the instruments of learning thus internalizing the work to the view of light in the real world. Studying a company's case is viewing inside the boardroom and thus it is my expectation that the team **KNOWS** the company and the constellation of issues within that company to enrich the understanding and therefore teaching of the strategic issues addressed inside the company. This entails much more than simply reading the case study for that process is the starting block toward truly studying the case through the prism of the company, the industry and the sector; all three dimensions are to be addressed in the presentation. The team is to come prepared to "teach" the rest of the class at my prompting the assigned learning points. On page IV at the back of the textbook you will find Table 1 which is a description of an effective case analysis process. This will be the roadmap we will use in drilling into pertinent cases to support the principles we will be learning. Porter's Five Forces will be developed in both the presentation and the paper for each case. These five forces are:

1. Existing competitive rivalry between suppliers
2. Threat of new market entrants
3. Bargaining power of buyers
4. Power of suppliers
5. Threat of substitute products (including technology change)

CASE DEVELOPMENT COMPONENTS

There are two separate yet distinct components to the Case Study. Component Number 1 is addressing the five strategic bullet points indicated in the Roadmap below the team assignment. The 10 PowerPoint slides are to be developed to create a backdrop and a context to the Company leading to addressing the team's assessment of the company's status on each of the five points. The presentation will conclude as a stepping stone to the class discussion with the team's recommendation to the Board of Directors to steer the ship in the right direction. For example:

TEAM JULIETTE CASE 28: Wal-Mart Store sales

- **Link Sam Walton's DNA to Wal-Mart in the 21st Century**
- **Explain Wal-Mart's stated principle of remaining union free as a strategy**
- **Organize by shareholder group Wal-Mart's expectations and identify corporate conflicting pressures**
- **Evaluate Wal-Mart's potential for success given the internal and external environmental analysis**
- **Present your proposed integrated / coordinated set of action to exploit Wal-Mart's core competencies**

The second component is the 20 page paper. The paper is the repository of the whole case study to include the bullets shown below as well as addressing the five strategic questions. The five questions will be cut and pasting from the Roadmap into the CONCLUSION of the paper. The team will then summarize the conclusion to each of the five points and then pose a strategic solution to the whole case study issue. The paper is to be developed as a DRAFT leading up to the date of the presentation. However, the paper will be turned into me within twenty-four hours of the presentation thus providing rich input derived from the presentation discussion with the whole class.

The company will be viewed through the following points:

- Global overview of the company / industry / sector
- Profile key leadership of the assigned company / compensation
- Financials assessment previous five years
 - Net Sales & Net Income
 - EBITDA
 - EPS
 - Market Capitalization Value
 - Ratios:
- Current account

- ROI & ROE
- Days inventory
- Debt to equity
- P/E
- Determine core competencies
- Suppliers, Customers, New Entrants, Substitutes and Competitor Rivalries assessment
 - Each of the five steps shown below assessed:
- SWOT your company's current posture projecting then next 3-5 years
- Conduct an assessment of the External, Industry & Competitor Environment
- Describe your company's organizational structure and controls to support their strategies
- Describe your company's culture with recommendations to enhance performance
- Define your company's business-level and international strategies
- Five recommendations for improvement and conduct a case study Lessons Learned

CASE ASSIGNMENTS

The assigned cases are found at the back of the text in Part 4. The core learning of our journey resides inside the depth and professionalism displayed by the team in analyzing their case to surface. In viewing the assigned case by team in the Roadmap, specific questions to be addressed will be found. **The entire presentation and discussion is to be geared to arriving at conclusions and assessments of the company's issues that took them to the action, addressing the pertinent strategic issues with recommendations going forward for correcting strategic initiatives to enhance the performance of the company.** In the Roadmap for each case you will find five questions to be addressed fully for the assigned case. The assignments are:

• Case 1	3M Cultivating Core Competencies	pg 1 - 11	ALFA
• Case 5	Boeing	pg 49 - 63	BRAVO
• Case 18	Lufthansa	pg 233 - 240	CHARLIE
• Case 20	Nestle	pg 261- 273	DELTA
• Case 9	Disney	pg 99 - 118	ECHO
• Case 16	JetBlue	pg 206 - 219	FOXTROT
• Case 10	Ford	pg 123 - 137	GOLF
• CASE 8	Dell	pg 85 – 96	HOTEL
• Case 23	PSA Peugeot Citroen	pg 293 - 302	INDIA
• CASE 28	Wal-Mart Store sales	pg 353-376	JULIETTE

CHAPTER COMPONENTS

We will cover 12 chapters from the text book. Each class when a chapter is dug into there are specific topics assigned teams are to come with PowerPoint presentation prepared to educate the class on that assigned topic. Each of these Chapter Components will be weighted with 1,000 points to be evaluated by the team leader assessment process after the Chapter Component is completed based on contribution and involvement of each team member.

RESEARCH PAPER / PRESENTATION

POWERPOINT & WORD DOCUMENT

- **5-7 PowerPoint slides**
- **10 pages Arial 12 double space margins justified**

There will be a research topic for each team as shown in the Roadmap on the class when scheduled for presentation. Writing skills as well as effective presentation delivery skills are vital in today's global commercial world. Therefore, a team-based research project / paper / presentation are assigned. The paper will be approximately 5-7 pages in length, double spaced with a font of Arial 12 with margins justified. The presentation will be a maximum of 5 PowerPoint charts. The topics are:

- | | |
|---|----------|
| • Profile GE through the lens of their global strategies and leadership | ALFA |
| • The Toyota Quality Debacle profiled and implication for global auto makers | BRAVO |
| • Goldman Sachs: Hero or Villain | CHARLIE |
| • 21 century redefinition: The Big 3 Automakers and the UAW | DELTA |
| • Gulf Spill and BP strategy | ECHO |
| • http://bp.concerts.com/gom/kentwells_update24052010.htm | |
| • United and Continent Merger core strategies for the marriage | FOXTROT |
| • NASCAR: The Sport of Rednecks (see below) | GOLF |
| • Black Gold; Calicot (see below) | HOTEL |
| • Exxon Valdez and BP oil rig debacle compared and contrasted | INDIA |
| • Ford and Mulally; Emerging from the Chaos of the 21 st century | JULIETTE |

DISSECTING THE SPORT OF REDNECKS

Grasping the strategic and tactical aspects of NASCAR provides a real time insight to a sport that has changed the very DNA of vehicle racing. The France family are the progenitors of an industry that is directly linked to the US auto industry and thus is suffering along with that industry. The MSNBC documentary entitled, INSIDE THE TRACK; REFUELING THE BUSINESS OF NASCAR, will be utilized as the foundation for the dissection. The key elements to be brought to light are:

- History of auto racing in this country
- NASCAR organizational beginnings and today and challenges going forward
- Linkage of GM and Chrysler to NASCAR
- The Bill France family empire and scope
- Financials of the industry
- Profile a NASCAR race and role of a pit crew
- Goodyear's role in NASCAR
- NASCAR as a marketing vehicle
- Marketing strategies of NASCAR
- Profile three current drivers one of which is Dale Earnhardt, Jr., Tony Stewart, Dale Earnhardt, Sr.
- What would you provide Mr. France today as to strategic realignment steps and why

BLACK GOLD; CALICOT

Coffee is one of the most used and most misunderstood commodities in the world. Coffee, Black Gold, is the focal of a powerful **Global Voices** program depicting the parallel issues of wealth and poverty institutionalized in the nearly \$100 billion industry that spans the globe. This paper is to examine the strategic issues of the Black Gold as an industry, as a societal enigma and as a strategic challenge in the twenty-first century. The Global Voices PBS program will serve at the context of the topic: <http://www.pbs.org/itvs/globalvoices/black-gold.html>

THE SELLING OF THE AMERICAN ECONOMY

PRESENTATION / DISCUSSION

- **5-7 PowerPoint slides**

This writing provides rich insight into the changing face of the American economy as with the global economy. The strategic implication for these shifts is tremendous. Thus, we will use the elements of this book and other research to illustrate the components of Chapter 8 and its International Strategy discourse. The assigned teams will develop a PowerPoint presentation that captures with clarity the work from the book and the specific transplant auto stories shown below. These presentations will be a gateway for class discussion on the International Strategy implications going forward. The scope of knowledge to be gleaned reaches more broadly than just the book for understanding the international, corporate and business strategies implemented by the transplant companies of Mercedes, Honda, BMW, Hyundai and Toyota will require research outside the book itself. The assignments are:

- | | |
|--|----------|
| • Profile the author / The Selling of the American Economy | FOXTROT |
| • The Invisible Worker / Foreign Capital | GOLF |
| • The Welcome Mat / Foreign, Owners, American Management | HOTEL |
| • New Face of Economy / Not in my Backyard / A View from the Top | INDIA |
| • Not in Washington's Backyard, Either / The Race Between the States | JULIETTE |
| • The Mercedes – State of Alabama story | ALFA |
| • The Honda-Marysville, OH Story | BRAVO |
| • The BMW – South Carolina, Story | CHARLIE |
| • The Hyundai – Montgomery, AL Story | DELTA |
| • The Toyota - Georgetown, KY Story | ECHO |

HOSTILE TAKEOVER AUTOPSY

PRESENTATION

- **5-7 PowerPoint slides**

Hostile takeovers are strategic game-changers. Understanding what it means with introspective on major ones that have occurred provides rich insight for companies to be globally competitive thus eliminating the possibility of such an action. A team will be assigned a famous hostile takeover and develop a PowerPoint presentation and a paper of 5-7 pages that portrays the key elements of the takeover, key players and the financial kindling that precipitates a hostile takeover. Hostile takeovers make companies either much better or face devastation but at the aggregate of such a venture is leadership, boards, shareholders having to do the right things to not fall into the web of such a devastating adventure. The assignments are:

- | | |
|------------------------------------|------------------|
| • Delta Airways vs. US Airways | DELTA / JULIETTE |
| • BHP Billiton vs. Potash | ECHO / FOXTROT |
| • Goodyear vs. Sir James Goldsmith | ALFA / GOLF |
| • Microsoft vs. Yahoo | BRAVO / HOTEL |
| • Arcelor vs. Lakshmi Mittal | CHARLIE / INDIA |

ESSAY **PAPER**

Each student will develop a three page single space Arial 12 margins justified essay on one of the following five topics and the student can select the topic. The simple definition of an essay is: A concept in depth that provides a personal commentary on what the specific subject means to the individual. The essay topics are:

- Strategic implications of China as the world's largest economy
- Succession planning as a strategic leadership imperative per Steve Drotter
- Stanley C. Gault as poster child for strategic leadership
- Francois Michelin and the Michelin tire strategic empire he built
- Nissan's Sunderland plant experiment as a strategic investment

INVESTMENT FOR TOMORROW **DISCUSSION**

Our world is a cauldron of shifting events that create energy and momentum with each shift or movement. The daily articles I select and email to you each morning is a means to put in front of you a taste of the issues and impact on our daily lives as indirect as that may at times seem. I place enough importance on this daily work that time will be allocated once per week in class to have open discussion about what the article really means to each of us. Yes, I do expect the daily articles to be read and researched for a deeper meaning as it relates each of us to the global DNA of the economic shifts of the plates. I want you to crave the meaning for I learned a long time ago that you will never crave something until you have experienced it so it is the experience I am creating in hopes the fire of craving for understanding gets ignited.

CLASS ROADMAP

CLASS 1 MON AUG 30

- Introductions
- Course concept and expectations
- Daily articles - **Investment For Tomorrow**
- Introduction to Strategic Management and the text / model / cases

CLASS 2 WED SEP 1

- Blocks of Work Wall Walk
- Mission / Vision / Strategy / Goals
- $GDP = C + I + G + (X - M)$ as a Case for Change

SEP 6 LABOR DAY HOLIDAY

CLASS 3 WED SEP 8

- **Investment For Tomorrow**

PORTER – THE GODFATHER OF STRATEGY

- Biography of Michael Porter / Definition of Strategy
- Competitive Advantage defined
- Five Forces Advantage / Model
- The Value Chain
- The Diamond Model

ALFA
BRAVO
CHARLIE
DELTA
ECHO

CLASS 4 MON SEP 13

- Team Business Plan Presentations commitment to a work process accountability

CLASS 5 WED SEP 15

TEAM JULIETTE CASE 28: Wal-Mart Store sales

- **Link Sam Walton's DNA to Wal-Mart in the 21st Century**
- **Explain Wal-Mart's stated principle of remaining union free as a strategy**
- **Organize by shareholder group Wal-Mart's expectations and identify corporate conflicting pressures**
- **Evaluate Wal-Mart's potential for success given the internal and external environmental analysis**
- **Present your proposed integrated / coordinated set of action to exploit Wal-Mart's core competencies**

CLASS 6 MON SEP 20

- Strategic leadership powered by effective communication

Sue Grabowski

CLASS 7 WED SEP 22

TEAM INDIA CASE 23: PSA Peugeot Citroen

- How does PSA differentiate from its competitors
- What is PSA's international strategy and profile Carlos Ghosn and his role as CEO
- What actions should PSA exploit to pursue global opportunities
- Reviewing PSA cooperative strategy, how can they overcome risks in multiple strategic alliances
- Discuss PSA's independent research initiatives and should they minimize that to accelerate innovation

CLASS 8 MON SEP 27

- Investment For Tomorrow

JULIETTE

THE EXTERNAL ENVIRONMENT– C2

- Explain importance of analyzing / understanding external environment
- Define the segments of the General Environment
- 4 activities of External Environmental analysis
- 7 segments of the general environmental analysis
- 5 Forces of Competition Model / Competitor Analysis

FOXTROT
GOLF
HOTEL
INDIA
JULIETTE

THE INTERNAL ORGANIZATION– C3

- Explain importance of analyzing the internal organization & environment
- Define outsourcing and why importance to use / not to use
- Tangible vs. Intangible resources defined & exemplified
- Define Value Chain Analysis / Toyota Code of Conduct
- 4 criteria to determine resources / capabilities are core competencies

ALFA
BRAVO
CHARLIE
DELTA
ECHO

CLASS 9 WED SEP 29

- Investment For Tomorrow
- Core Competency hand in

INDIA

TEAM HOTEL CASE 8 - DELL

- Define the Dell process of determining their external forces
- Based on the external analysis, what conclusions can be drawn and actions required by Dell
- Define Dell's business-level strategy and corporate-level strategies and do they integrate actions?
- Under what conditions would you recommend a change to Dell's unique business model?
- Address commitments to reignite growth, position Dell for the future and gain competitive advantage

CLASS 10 MON OCT 4

- Investment For Tomorrow

HOTEL

STRATEGIC MANAGEMENT – C1

- The Strategic Management Process components defined
- Describe the Global Economy
- 6 Components of Strategy Formulation defined
- The Industrial Organization model defined / Above Average Returns defined
- The Resource-Based Model of Above Average Returns defined

FOXTROT
GOLF
HOTEL
INDIA
JULIETTE

BUSINESS-LEVEL STRATEGY – C4

- Business-level strategy defined & Cost Leadership purpose
- Customer focus on who, what, how for effective business-level strategy
- Explain the Value-Creating Activities graphic
- Discuss risk associated with each of the business-level strategies
- Using IKEA, define Focused Cost Leadership Strategy

ALFA
BRAVO
CHARLIE
DELTA
ECHO

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CLASS 11 WED OCT 6

- Investment For Tomorrow

GOLF

TEAM GOLF CASE 10: Ford

- Compare and Contrast Rick Wagoner with William Ford and Alan Mullaly and leadership roles
- Describe Ford's value-chain and link it to create value for Ford
- Use the five forces, how can Ford successfully position itself
- Outline Ford's competitor analysis with lessons learned about competitor rivalry strategy
- What role is strategic leadership helping Mulally in attaining their strategic objectives

CLASS 12 MON OCT 11

- Investment For Tomorrow

FOXTROT

COMPETITIVE RIVALRY / DYNAMICS – C5

- What is competitor rivalry, behavior and dynamics
- Outline Netflix and Blockbuster as a competitor analysis
- Explain Slow-cycle / Fast-cycle / Standardized-Cycle
- Discuss competitor dynamics with examples
- Describe the factors affecting likelihood a competitor will respond in actions

FOXTROT
GOLF
HOTEL
INDIA
JULIETTE

CLASS 13 WED OCT 13

- Investment For Tomorrow

ECHO

TEAM FOXTROT CASE 16 - JetBlue

- Summarize the external environment in the general, industry and competitor environments
- Outline JetBlue's internal capabilities and weaknesses
- Define JetBlue's competitive advantage and is it sustainable over time
- Conduct a value-chain analysis to identify value-creating activities
- Summarize JetBlue's current strategy

CLASS 14 MON OCT 18

EMAIL MID TERM

- Investment For Tomorrow

DELTA

CORPORATE-LEVEL STRATEGY – C6

- Using P&G, define Corporate-level strategy and purpose
- Using Smith & Wesson and Luxottica, discuss capital market allocation importance
- Role of diversification with different corporate-level strategies
- 3 primary reasons companies diversify
- How do firms create value via diversification

ALFA
BRAVO
CHARLIE
DELTA
ECHO

CLASS 15 WED OCT 20

- Investment For Tomorrow

CHARLIE

TEAM ECHO CASE 9 - Disney

- What external and internal forces have impacted Disney's performance over the years
- How did the internal organization and culture influence Disney's performance
- How have government mechanisms been used in the past and their effect
- Define Disney's unprecedented maneuvers to make shareholders overcome internal weaknesses
- Identify causes & consequences of Board of Director ineffectiveness

CLASS 16 MON OCT 25

TURN IN MID TERMS

- o Investment For Tomorrow
- o Global Quality Policy Deployment

BRAVO
Don Stanley

CLASS 17 WED OCT 27

- Investment For Tomorrow

ALFA

TEAM DELTA CASE 20 - Nestle

- Outline Nestlé's current competitor landscape in Globalization, Technology, Strategic Flexibility
- What is their vision and mission and shareholder strategy
- Explain Nestlé's acquisition strategy with examples of positives and negatives of experience
- How does Nestle define and example strategic leadership
- Strategic entrepreneurship is vital to Nestle so explain how this is accomplished

CLASS 18 MON NOV 1

- Investment For Tomorrow

JULIETTE

TURN IN ESSAYS

INTERNATIONAL STRATEGY – C8

- Explain tradition and emerging motives to internationally diversify
- o 4 major benefits of an international strategy
- o 4 factors driving an international business-level strategy
- o Define a multi-domestic international corporate-level strategy
- o Define a global corporate-level strategy & transnational-strategy
- o 5 alternative modes for entering international markets

ALFA
BRAVO
CHARLIE
DELTA
ECHO
HOTEL

CLASS 19 WED NOV 3

- Investment For Tomorrow
- Merger / Acquisition Strategy with legs on it

INDIA
Ray Hexamer

CLASS 20 MON NOV 8

- Investment For Tomorrow

HOTEL

ORGANIZATION STRUCTURE / CONTROLS – C11

- Define Structure and Controls for an organization
- Link Strategy and Structure
- PepsiCo Strategic Focus overview / key learning points
- Define and illustrate International Cooperative Strategies
- Clarify differences in International Strategies and Worldwide Strategies

FOXTROT
GOLF
HOTEL
INDIA
JULIETTE

MERGER & ACQUISITION STRATEGIES – C7

- Delineate a merger from an acquisition
- Example five global firms that have executed an M&A in the last year
- How does acquisition facilitate strategic competitiveness
- Describe the array of problems that might interfere with and acquisition
- What are the attributes of an effective acquisition

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GOLF
HOTEL
INDIA
JULIETTE

CLASS 21 WED NOV 10

- Investment For Tomorrow

GOLF

TEAM CHARLIE CASE 18 - Lufthansa

- Role of factors of production in Germany played in Lufthansa's business strategy
- Describe Lufthansa's international strategy and how has it helped them expand globally
- Discuss the elements and objectives of their cooperative strategy and the Star Alliance
- Describe their organizational structure and controls to effectively support their strategy
- How is Lufthansa dealing with the challenge of sustainability

CLASS 22 MON NOV 15

- Listening / Learning / Loving
- Globalization Strategy; Think Global / Act Local

Dean Heisler
Joe Gingo

CLASS 23 WED NOV 17

- Investment For Tomorrow

FOXTROT

TEAM BRAVO CASE 5 – Boeing

- Compare the two competitor's strategies and conclude impact on the industry knowledge
- Outline their competitor analysis and role of interdependence between rivals reveal about Airbus
- How can Boeing's cooperative strategy be improved and what risks exist for its partnerships
- Define Boeing's international strategy and how can it be improved
- Define short term and long term results that can / should be anticipated in aircraft production

CLASS 24 MON NOV 22

- Investment For Tomorrow

ECHO

HOSTILE TAKEOVER AUTOPSY

- | | |
|------------------------------------|------------------|
| • Delta Airways vs. US Airways | DELTA / JULIETTE |
| • BHP Billiton vs. Potash | ECHO / FOXTROT |
| • Goodyear vs. Sir James Goldsmith | ALFA / GOLF |
| • Microsoft vs. Yahoo | BRAVO / HOTEL |
| • Arcelor vs. Lakshmi Mittal | CHARLIE / INDIA |

WED NOV 24

THANKSGIVING HOLIDAY

CLASS 25 MON NOV 29

- Investment For Tomorrow

DELTA

THE SELLING OF THE AMERICAN ECONOMY

- | | |
|--|----------|
| • Profile the author / The Selling of the American Economy | FOXTROT |
| • The Invisible Worker / Foreign Capital | GOLF |
| • The Welcome Mat / Foreign, Owners, American Management | HOTEL |
| • New Face of Economy / Not in my Backyard / A View from the Top | INDIA |
| • Not in Washington's Backyard, Either / The Race Between the States | JULIETTE |

CLASS 26 WED DEC 1

EMAIL FINAL EXAM

- Investment For Tomorrow

CHARLIE

THE SELLING OF THE AMERICAN ECONOMY

- | | |
|---|---------|
| • The Mercedes – State of Alabama story | ALFA |
| • The Honda-Marysville, OH Story | BRAVO |
| • The BMW – South Carolina Story | CHARLIE |
| • The Hyundai – Montgomery, AL Story | DELTA |
| • The Toyota - Georgetown, KY Story | ECHO |

CLASS 27 MON DEC 6

- Investment For Tomorrow

BRAVO

TEAM ALFA CASE 1 – 3M Cultivating Core Competencies

- Define 3M's core competency
- Identify external environmental forces that have strategic implication in the future
- Evaluate 3M's acquisition strategy
- Determine if their competitive advantage is sustainable and support your assessment
- Recommend an integrated / coordinated set of commitments / actions exploiting core competences

CLASS 28 WED DEC 8

COMPENSATORY CLASS

THU DEC 16

FINAL EXAM

0745 – 1000

- Turn in Final Exam / Team Evaluations
- Investment for Tomorrow**
- Final Business Plan presentations

ALFA

RESEARCH PAPERS

- Gulf Spill and BP strategy
 - http://bp.concerts.com/gom/kentwells_update24052010.htm
- United and Continent Merger core strategies for the marriage
- Profile GE through the lens of their global strategies and leadership
- The Toyota Quality Debacle profiled and implication for global auto makers
- Goldman Sachs: Hero or Villain
- Black Gold; Calicot (see below)
- Exxon Valdez and BP oil rig debacle compared and contrasted
- Ford and Mulally; Emerging from the Chaos of the 21st century
- 21st century redefinition: The Big 3 Automakers and the UAW
- NASCAR: The Sport of Rednecks

ECHO

FOXTROT
ALFA
BRAVO
CHARLIE
HOTEL
INDIA
JULIETTE
DELTA
GOLF

