



Date & Time	Topic (note: links are to online book – see other topics online too)
INSERT HERE	Course Introduction & Go Over Syllabus Assign Groups Overview of Strategy
INSERT HERE	Overview of Strategy/Competitive Advantage External Environment <ol style="list-style-type: none"> 1. The importance of developing forecasts 2. Environmental scanning, environmental monitoring, and competitive intelligence 3. Scenario planning Match Marketing Plans With Dimension of Value (White Paper) 4. SWOT Analysis 5. General environment 6. Competitive environment (Porter’s five Forces - Video Interview); Bargaining Power (White Paper with Video links to Bloomberg videos); Threat of New Entrants (White Paper) 7. Trends/events are interrelated and affect performance Adaptation Miles & Snow Typology White Paper and Video 8. The value net 9. Strategic groups Internal Environment <ol style="list-style-type: none"> 1. +/- of SWOT 2. Internal Value Chain (White Paper); Understanding the Value Chain in the Beer Industry (Penn State Video) 3. The implications of the Resource-Based View Resource-Based Strategy (White Paper) 4. The four criteria of VRIS/O Pok Pok Case Study, Value Chain Highlighter, BMW Sentence, Walk through VRIO, How to calculate VRIO Scores 5. +/- of financial ratio analysis, Strategic Roadmap – Financial Ratio Comparison Table 6. Stakeholders. Brand Community as External Control System Schumpeter’s 5 Innovations: <ol style="list-style-type: none"> 1. new <u>M</u>arkets, new methods of <u>O</u>rganization (distribution too), <u>P</u>roducts, means of <u>P</u>roduction (process), sources of <u>S</u>upply
INSERT HERE	Exam 1 Business-Level Strategy <ol style="list-style-type: none"> 1. Three Generic Strategies 2. Generic strategies related to RBV, 5 forces and value chain 3. Combination Strategies: Integrating Overall Low Cost and Differentiation but not “Stuck in the middle” 4. Industry Life-Cycle States: Strategic Implications

	<p>5. Turnaround Strategies in the Life Cycle</p> <p>Corporate-Level Strategy</p> <ol style="list-style-type: none"> 1. Diversification <ul style="list-style-type: none"> • What business should we be in? How can we create value? 2. Creating Value <ol style="list-style-type: none"> A. Related Diversification <ul style="list-style-type: none"> • Economies of Scope vs. Revenue Maker <ol style="list-style-type: none"> ○ Leveraging Core Competencies ○ Sharing Activities • Market Power <ol style="list-style-type: none"> ○ Pooled negotiating power ○ +/- Vertical Integration B. Unrelated Diversification: <ul style="list-style-type: none"> • Financial Synergies • Parenting, Restructuring, Portfolio Management 3. Means to Achieve Diversification: Merger and Acquisition; Joint Venture; Strategic Alliance; Internal Development 4. Managerial Motives Can Erode Value Creation <p>International Strategy</p> <ol style="list-style-type: none"> 1. The Global Economy <ul style="list-style-type: none"> • +/- for firm when Internationalizing 2. Factors Affecting a Nation's Competitiveness <ul style="list-style-type: none"> • Factor Conditions • Demand Conditions • Related and Supporting Industries • Firm Strategy, Structure and Rivalry 3. Porter's Diamond of National Advantage: What is It? Why use it? 4. Outsourcing and Offshoring 5. Two Opposing Pressures: Reducing Costs and Adapting to Local Markets <ul style="list-style-type: none"> • International Strategy • Global Strategy • Multidomestic Strategy • Transnational Strategy 6. Entry Modes of International Expansion: What are they and what are +/- (Exporting; Licensing & Franchising; Strategic Alliances & Joint Ventures; Merger & Acquisitions; Owned Subsidiaries)
INSERT HERE	Exam 2 Part 1 of Case Project Due
INSERT HERE	<p>Strategic Control – Strategic Control Systems</p> <ol style="list-style-type: none"> 1. Ensuring Informational Control - Control Systems Basics <ul style="list-style-type: none"> • Traditional Revenue Controls vs. Value Proposition Controls vs. Advanced Accounting Controls 2. Three Levers of control: Culture, Rewards, Boundaries 3. Role of Corporate Governance <ul style="list-style-type: none"> • The Big Three (four): TMT, BoD, Shareholders (Stakeholders) • Agency Theory - Separation of Owners (Shareholders) & TMT

<p>INSERT HERE</p>	<p>4. Aligning the Interests of Owners and TMT</p> <ul style="list-style-type: none"> • Two primary means of monitoring the TMT • Managerial incentives <p>5. External Governance Control Mechanisms - Stakeholders</p> <p>6. Major Provisions of Sarbanes-Oxley Act</p> <p>Organizational Design</p> <p>1. Traditional Forms of Organizational Structure</p> <ul style="list-style-type: none"> • Simple; Functional; Divisional; Matrix <p>2. International Operations: Implications for Organizational Structure</p> <ul style="list-style-type: none"> • Three Major Contingencies: <ul style="list-style-type: none"> A. Strategy driving internationalization B. Product diversity C. Extent to which firm is dependant on foreign sales <p>3. “Boundaryless” Organizational Designs</p> <ul style="list-style-type: none"> • Three Approaches to Making Boundaries More Permeable <ul style="list-style-type: none"> 1. Permeable - Podcast – Rhythm in Operations 2. Outsourcing nonvital functions (Modular) 3. Virtual – independent, but linked, companies <p>Case Projects Part B and C</p>
<p>INSERT HERE</p>	<p>Final Exam</p>

Please note: The calendar and all elements of the syllabus are subject to change based upon how quickly we advance. I will update you on changes as we progress and will do my best to limit changes and inform you in advance. Changes will be communicated in class and via email – please make sure you stay up to date.

Let’s have a good semester. I look forward to working with you - Please let me know how I can help!

Steps that may help you to Completing the Case Assignment

1. **Become familiar with the material by reading quickly through the case one time**
 - Use initial read-through to assess possible links to course concepts and possible problems
 - Read the case again, making more in-depth notes
 - Seek additional information about the Case so that your knowledge is as thorough, and up to date, as possible
2. **Identify problems**
 - Avoid getting hung up on symptoms
 - Articulate the problem(s) – sometimes there are more than one problem
 - Writing down a problem statement gives a reference point when you proceed through case analysis
 - Some problems are not apparent until after you do the analysis
3. **Conduct analyses**
 - Determine which issues are involved
 - Use tools to conduct the analysis, including material for this class as well as others (See Ratios Below)
 - Form a first recommendation, then go through the case again to assess consequences of your proposal
 - Test your own assumptions about the case
4. **Propose alternative solutions**
 - Develop a list of options first without judging them (“Do nothing” is usually not an alternative, but it may be)
 - Evaluate alternatives
 - Can the company afford it?
 - How will it affect stakeholders?
 - How does it fit with the vision, mission, and objectives?
 - What are the cultural, economic, political, technological, and societal consequences?
 - Decide on best alternative
5. **Make recommendation of the best alternative**
 - Make a set of recommendations that your analysis supports – the alternative(s) that best solve the problem(s)
 - Describe exactly what needs to be done from a strategic standpoint
 - Explain why this course of action: a). will solve the problem; and b). is the best alternative
 - Include suggestions for how best to implement the proposed solution
6. **Build a professional presentation that summarizes what you did**
 - Refer to effective presentation recommendations (below)
7. **Remember – this is not your opinion.**
 - You are using tools to provide evidence that supports your statements.

Ratios that May Help you for Step Three:

NOTE: You Do NOT need all of these, but they are here in case you do.

- **Short-term solvency, or liquidity, ratios:**
 - Current ratio: Ability to use assets to pay off liabilities.
 - Quick ratio: Ability to use liquid assets to pay off liabilities quickly.
 - Cash ratio: Ability to pay off liabilities with cash on hand.
- **Long-term solvency, or financial leverage, ratios:**
 - Total debt ratio: How much of a company’s total assets are financed by debt.
 - Debt-equity ratio: Compares how much a company is financed by debt with how much is it finance by equity.
 - Equity multiplier: How much debt is being used to finance assets.
 - Times interest ratio: How well a company has its interest obligations covered.
 - Cash coverage ratio: A company’s ability to generate cash from operations.
- **Asset utilization, or turnover, ratios:**
 - Inventory turnover: How many times each year a company sells its entire inventory.
 - Day’s sales in inventory: How many days on average inventory is on hand before it is sold.
 - Receivables turnover : How frequently each year a company collects on its credit sales.
 - Days’ sales in receivable: Average time to collect on credit sales (average collection period).
 - Total asset turnover: How much of sales is generated for every dollar in assets.
 - Capital intensity: The dollar investment in assets needed to generate \$1 in sales.
- **Profitability ratios:**
 - Profit margin: How much profit is generated by every dollar of sales.
 - Return on assets (ROA): How effectively assets are being used to generate a return.
 - Return on equity (ROE): How effectively amounts invested by owners are being used to generate a return.
- **Market value ratios:**
 - Price-earnings ratio (P/E): How much investors are willing to pay per dollar of current earnings.
 - Market-to-book ratio: Compares market value of the company's investments to the cost of those investments

Guidelines for Effective Presentations (Violation of the basic guidelines will adversely affect your grade).

1. Basic Rules

- Have your presentation as immediately available as possible. Arrive early and save the presentation file on the desktop or have a thumb drive ready – logging onto email and accessing the presentation should be for emergencies only (have it ready for such an emergency)! Make sure the presentation file is formatted correctly - Microsoft and PC are often not compatible – please check before you present!
- Introduce yourself. Make sure the audience knows your name. Consider restating names if you transition speakers.
- Assume the audience is judging you at all times and keep that in mind as you prepare and present.
 - Their job is to critique you – assume they are critiquing everything possible.
- Business presentations are NOT history reports – assume the audience has a general idea of the situation.
 - Instead, provide only information relevant to the problem at hand before getting into your analyses
- Business presentations are NOT opinions
 - Provide evidence (using viable analytical tools) to support your statements and recommendations

2. Reading vs. Presenting

- In a perfect world, you will commit your presentation largely to memory
 - Use the slides or any notes as a guide - glance at them but do not look at them for any duration
 - DO NOT turn your back completely to the audience to view the slides.
 - DO NOT read off of the slides or your notes – they are a guide.
- Avoid using note cards or a note page (use the slides/computer screen as a guide). This can be hard in a group presentation and classroom setting as computers may not be ideally situated for your use as a guide (hence, commit to memory). If you must have notes, make sure they are small and professional – they stand out. Consider hiding them with the podium or portfolio (again, memory is best!). Your eyes should not go down for more than a glance.

3. Attire/Appearance

- No hats. No gum, candy, or other items in your mouth. No exceptions.
- Dress appropriately for the setting (e.g., standards for your profession, here, student). You never know what might catch the eye of an audience member. Err on the side of professionalism and caution.
 - You may find it valuable to get your professional attire ready for job interviews or your career by wearing these clothes for a day or two as a practice run. This may help you identify, for example, whether you can wear your shoes and dress clothes comfortably for multiple hours and whether certain items need replacing. Consider setting an appointment with Career Services both as a practice run and to get feedback.

4. Speaking

- Speak clearly, slowly, and loud enough for people to hear. Use voice inflection (not monotone)
- Avoid “ums,” “ahs,” “like,” etc.
- Be careful using jargon and DO NOT use slang (use formal English in ALL professional communications - y’all should be avoided too)

5. Body language

- Watch your movement. DO NOT move too much.
- Have an appropriate stance with good posture at all times (even when another is presenting). DO NOT lean (on walls, podium, etc.), cross legs or arms, put hands on hips or in pockets, etc. Options for hands when not speaking: at your side or clasped hand-in-hand with arms fully extended in front or back of your body.

6. Slides

- Make sure they are professional in appearance – they should all look alike and not be overly ‘busy looking’.
- Consider what the audience can see - Light on dark or dark on light (i.e., background and words) and appropriate size font. Use block font and bold typeface if possible (easier to see). Avoid hard contrasts (e.g., black on red, yellow on white) and overly ‘busy’ slide designs.
- Avoid a ‘blank screen’ – last slide should be a ‘thank you/questions welcome’ slide that remains up for Q&A.
- It can be hard to see pictures, graphics, etc. Choose carefully

7. Style

- Watch out for movie clips and the like – they can be too long and hard to keep in context. Choose carefully.
- Do not distract with writing on the board, etc. This information should be in slides.
- Carefully consider any anecdotes, jokes, or political references – they may offend or confuse someone.
- Have “Back-up” slides that are not part of your core presentation but that have supporting material you can draw on if necessary, particularly for FAQ’s, additional charts, detail that was omitted from a slide that might be beneficial, etc.

8. **Your final Presentation should:**

- Articulate the situation (opportunity/problem);
- Demonstrate relevant analyses to show why this is a problem/opportunity for the firm;
- Propose a strategy and offer supporting material as to why this strategy is best
- Discuss steps to implement the strategy