
U28 IDH 3034 Aesthetics, Values & Authority

GROWING SMARTLY: How Global Corporations Grow Successfully

This is a Global Learning Course that counts toward your Global Learning graduation requirement and the prestigious Excellence in global Learning Medallion. GoGlobal.fiu.edu/medallion.

Fall 2017

Monday 1:00 – 3:45 pm

Location: PC 419

Instructor: Hortensia Sampedro

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Office Hours: after class

Teaching Assistant: Alejandra Hernandez

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Overview

Business growth is the productive engine of economic, social and cultural development. This highly participatory course uses select Harvard Business School (HBS) cases and inter-active simulations to apply *strategy*, *marketing* and *management* principles to growing companies smartly. It is taught at a high level (non-technical), for both business and non-business students: business students wishing to become C-level executives and senior managers in major corporations, and students in other non-business studies (engineering, life and health sciences, etc.) who might wish to pursue entrepreneurial careers in their fields. The student will develop a more practical understanding of today's world of global business through selected readings, videos, interactive simulations, cases and a course project of interest to the team. The student will further develop skills in *critical thinking*, *creativity* and *problem solving*. Major themes include competitive and emergent strategies, value creation-value capture, value stream mapping, business models, inbound vs outbound marketing, organizational behavior, human resources management, economics, operations management, and a small peek at the future. This is a course taught from a practical, hands-on experience. *It requires active student participation and class attendance. There are no exams in this course.*

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GRADING STANDARDS/PERFORMANCE MEASURES

Grade will be determined based on in-class presentations on readings, quality of classroom participation and a course project. Students will determine the project they want to do, which will relate to a theme from the course, and will work in teams of 3 – 5 students. Grading will be on a curve. **Readings and cases must be read and prepared in advance of each class.** *There are no exams in this course.*

Grading

- | | |
|------------------------|-----|
| 1. Class participation | 15% |
| 2. Review papers | 15% |
| 3. Case studies | 40% |
| 4. Course project | 30% |

CLASS OR PROFESSOR POLICIES

Very active role in class discussion is expected and required.

Cell phones and beepers for personal use are prohibited during class.

Readings and cases must be read and prepared in advance of each class.

ATTENDANCE STANDARDS & PROCEDURES

Attendance at class is expected and more than two absences will result in a lowering of one full grade in a student's final grade.

Absences must be reported in advance to the TA. **Readings and cases must be read and prepared in advance of each class.**

NOTA BENE: While this course shares similar teaching methodologies with *Growing Smartly*, *the lessons are unique.*

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REQUIRED MATERIALS

1. **[THE LITTLE RED WRITING BOOK, by Brandon Royal](#)**
2. HBS Publishing Cases Course pack must be downloaded by each student for a fee at <https://cb.hbsp.harvard.edu/cbmp/login>
3. Fall 2017 Coursepack URL: <http://cb.hbsp.harvard.edu/cbmp/access/65045793>
Spring 2018 Coursepack URL: <http://cb.hbsp.harvard.edu/cbmp/access/6504661>
4. Required articles, papers, videos are listed in the Syllabus per the Assignment Schedule below
5. Course project - 3 – 5 students per team

Articles/Readings/Videos:

Students should express their own insight or takeaway no longer than a paragraph derived from the article. A student(s) will be chosen to present the article in class. These are to be uploaded to Blackboard no later than midnight of the Friday for that Monday's class.

Cases:

Each team should prepare a summary analysis of the case no longer than a page derived from the case. The teams will present the case at class. The case write ups are to be uploaded to Blackboard no later than midnight of the Friday for that Monday's class.

Project:

Each team will select a project using the course teachings to develop a scalable business idea and present it to the class. Presentation will be a 10 slide PPT or video (creativity encouraged!). The projects will be eligible to be submitted to StartUp FIU.

COURSE PROCEDURES & METHODOLOGY

ACTIVE LEARNING TACTICS

This is a highly participatory course based on Harvard Business Cases, MIT, Stanford, and other leading institutions of higher learning in Europe and India. Students will actively participate in class discussion, summarize their reading assignments, prepare their case studies as a team, and create a team course project.

Students will share their insights by role-playing, oral presentations, videos, debate, and business modeling. Lecturing comprises a minimal part of this course; rather, active interaction on the part of the individual student and the teams will drive the learning. Readings and cases must be read and prepared in advance of each class.

The project will have “Shark Tank” as a conceptual model and must deal with substantial problems with scalable solutions; the students will have the opportunity to submit their project to StartUp FIU

There will also be a marketing real-time simulation for a global company, interactive role-playing in a territorial economic dispute in the Pacific region, cases will cover Asia, Europe and the US, industries will include technology, environmental issues with the hospitality industry, healthcare manufacturing decisions, restructuring hospital services for patients, printing and communications, children’s toys, digital transformation of the publishing industry, the evolution of inbound vs. outbound marketing techniques, country management in Italy, retailing in Spain.

COURSE OBJECTIVES

This course exposes students to practical applications of business disciplines to solving significant business problems crossing international borders, dealing with multi-faceted clients, cross-cultural staff, and regulatory authorities.

1. To develop an understanding of how these three disciplines interrelate in a practical manner at the highest decision-making levels of multinational corporations.
2. To develop applications of critical thinking to multi-disciplinary cases ranging from Strategy to Organization to Operations to Marketing while dealing with the nuances of multiple cultures.
3. To develop approaches to creativity in problem solving facing the largest companies in the world as they deal with the challenges of technology, global competition and new platforms.

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COURSE & GLOBAL LEARNING OUTCOMES

1. To develop the skills necessary to draw upon each discipline to apply them in a global case.
2. To further expand analytical tools to solving the problem.
3. To self-assess one's capabilities to apply the key concepts from each discipline to the problem.
 1. **Global Awareness:** Students will be able to demonstrate knowledge of the interrelatedness of local, global, international, and intercultural issues, trends, and systems.
 2. **Course Learning Outcome:** Students will demonstrate knowledge of the interrelated global dynamics (social-cultural, political, economic, etc.) that shape aesthetics, values, and authority in diverse cultural contexts.
 3. **Global Perspectives:** Students will be able to develop a multi-perspective analysis of local, global, international, and intercultural problems.
 4. **Course Learning Outcome:** Students will be able to analyze the multiple global forces that shape their understanding of aesthetics, values, and authority — economic, political, sociological, technological, cultural, etc.
 5. **Global Engagement:** Students will be able to demonstrate a willingness to engage in local, global, international, and intercultural problem solving.
 6. **Course Learning Outcome:** Students will be able to develop solutions to local, global, international, and/or intercultural problems related to aesthetics, values, and authority.

FIU/HC POLICIES

Religious holidays

Every effort will be made, where feasible and practical, to accommodate students whose religious practices coincide with class requirements scheduling. Please make sure to notify your instructor at the beginning of the semester of which dates you will be absent or any anticipated problems with completing course work.

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Physical, mental and sensory challenges

Every effort will be made, where feasible and practical, to accommodate students who are so challenged. Should you require accommodations, contact the [Disability Resource Center](#) (DRC), if you have not done so already.

Honors College Requirements

Registration in this course implies an acceptance of and compliance with the Honors College policies for students and the FIU Code of Academic Integrity.

Honors Citizenship Requirements

Beginning in Fall 2014, Honors College students are required to accumulate at least **20 citizenship points** each academic year (Fall and Spring) by attending Honors College activities. Students attending only one semester (Fall or Spring) are required to accumulate **10 citizenship points**. See <http://honors.fiu.edu/academics/policies/citizenship/>.

Student Portfolios

The Honors College will be using a portfolio method to assess students' learning outcomes. The portfolio allows for maximum flexibility in gauging student learning. Students decide (with instructor consultation) what "artifacts" or assignments to include for consideration in their portfolios to demonstrate successful achievement of each of five key student-learning outcomes over the 4-year Honors experience. See www.honors.fiu.edu/portfolios.

Honors College Academic Misconduct Statement

In The Honors College, the term "honor" refers both to academic accomplishment and character. Students in Honors should therefore adhere to and be held to the highest standards of personal academic accountability. Academic dishonesty in any form, including plagiarism, is antithetical to the very definition of being an Honors student at FIU. Consequently, an Honors College student found responsible for academic misconduct will be dismissed from the College.

Procedures and Penalties

An Honors faculty member may bring charges of academic misconduct against an Honors student if the faculty member suspects plagiarism or other forms of academic misconduct. The faculty member will decide whether to pursue informal resolution, file formal resolution charges, or take no further action,

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and will follow the procedures outlined in the Honors College website (<http://honors.fiu.edu/academics/policies/>), and the Academic Misconduct Procedures, available at <http://www.fiu.edu/~oabp/misconductweb/1acmisconductproc.htm>.

FIU Code of Academic Integrity – <http://www.fiu.edu/~dwyere/academicintegrity.html>.

FIU Honors College Student Handbook – <http://honors.fiu.edu/handbook0910.html>

FIU Honors College Plagiarism Policy – http://honors.fiu.edu/current_policy_plagiarism.htmlCourses designated as Global Learning courses (IDH 2003-2004, IDH 3034-3035) must list specific Global Learning outcomes. Assignments must be able to assess the students' ability to demonstrate these outcomes. Questions on Global Learning should be addressed to Jose Rodriguez, rodrije@fiu.edu.

Global Learning Outcomes

Second year and Upper Division classes have been designated as Global Learning courses. For questions regarding GL requirements, please contact Mr. Rodriguez.

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ASSIGNMENTS SCHEDULE

GROWING SMARTLY Fall 2017

Harvard Business School Publishing url: <https://cb.hbsp.harvard.edu/cbmp/login>
 COURSEPACK URL: <http://cb.hbsp.harvard.edu/cbmp/access/65045793>

Readings and cases must be read and prepared in advance of each class.

<u>CLASS # LRWB # DATE</u>	<u>TOPIC</u>	<u>ARTICLES/READINGS/VIDEOS</u>	<u>CASE</u>	<u>PROJECT/ SIMULATIONS/DELIVERABLES</u>
(1) 8/21/2017	Introduction – strategy, marketing, management	https://en.wikipedia.org/?title=Management <u>Drucker</u> https://en.wikipedia.org/wiki/Peter_Drucker 2001: The Essential Drucker (New York: Harper Business) https://hbr.org/2014/02/the-art-of-crafting-a-15-word-strategy-statement/		Come up with a new business idea as if you were going to present it to Kickstarter OR SHARK TANK
(2) 8/28/2017	Competitive Strategy	Michael Porter, Porter, M.E. (1987) "From Competitive Advantage to Corporate Strategy", Harvard Business Review, May/June 1987, pp. 43–59. https://hbr.org/1987/05/from-competitive-advantage-to-corporate-strategy https://hbr.org/1987/05/from-competitive-advantage-to-corporate-strategy	Apple Inc. in 2015 715456-PDF-ENG	Project must deal with <i>substantial problems with scalable solutions.</i>
9/4/17		<i>LABOR DAY</i>		
(3) 9/11/2017	Emergent Strategies	Henry Mintzberg of McGill University; Patti Patrizi http://www.ssireview.org/up_for_debate/article/strategic_philanthropy	Sustainable Tourism: Heritage Kandalama Resort of Sri Lanka NTU003-PDF-ENG	Due today: Teams to submit project business idea by team e.g. I am going to develop a new cure for diabetes because I have been diabetic all my life. Problem and solution.
(4) 9/18/2017	Value Creation - Value Capture	Bowman and Ambrosini in their 2002 paper "Value Creation Versus Value Capture: Towards a Coherent Definition of Value in Strategy". . /Bowman and Ambrosini.pdf	Intel Corp. 703427-PDF-ENG	Competitive Strategy and Team Value definition for Project Idea

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(5) 9/25/2017	Customer Value Proposition	http://www.forbes.com/sites/michaelskok/2013/06/14/4-steps-to-building-a-compelling-value-proposition/	Groupon 511094-PDF-ENG	Emergent Strategy and Team Customer Value Proposition for Project idea
(6) 10/2/2017	Customer Experience and Customer Mapping – Value Stream Mapping	./2012iasummitexperienmapping-120325111811-phpapp01.pdf http://uxmag.com/articles/the-power-of-value-stream-maps	Apollo Hospitals: Differentiation through Hospitality IMB425-PDF-ENG	Initial Customer Experience Outline and Customer Mapping for Project idea
(7) 10/9/2017	Value Stream Map	http://uxmag.com/articles/the-power-of-value-stream-maps https://en.wikipedia.org/wiki/Gantt_chart https://en.wikipedia.org/wiki/Program_evaluation_and_review_technique		Value Stream Map for Project Idea
(8) 10/16/2017	Target Customer	http://firstround.com/review/The-30-Best-Pieces-of-Advice-for-Entrepreneurs-in-2014/	FormPrint Ortho500 915535-PDF-ENG	Target Customer Definition for Project idea
(9) 10/23/201	Innovation	http://www.amazon.com/Innovators-Solution-Creating-Sustaining-Successful/dp/1578518520/ref=sr_1_8?s=books&ie=UTF8&qid=1324225131&sr=1-8	LEGO 613004-PDF-ENG	Innovative Idea for Project Idea
10/30/2017		<i>Deadline to drop courses</i>		
11/10/17		<i>Veterans Day Holiday</i>		
(10) 10/30/2017	Business Model	Business Model Generation, Alexander Osterwalder, Yves Pigneur, Alan Smith https://hbr.org/2015/01/what-is-a-business-model/?	Axel Springer in 2014: Strategic Leadership of the Digital Transformation E522-PDF-ENG	Proposed Business Model for Project Idea

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(11) 11/6/2017	Inbound Outbound	http://www.hubspot.com/inbound-marketing	Hubspot: Inbound Marketing and Web 2 509049-PDF-ENG	Inbound Outbound for Project Idea
(12) 11/13/2017	Distribution	http://www.smallbusiness.wa.gov.au/business-in-wa/about-sbdc/corporate-publications/business-guides/marketing-place-distribution-strategy/	Allstate Corporation 2007 – 2013 715426-PDF-ENG	Distribution Channel for Project Idea
(13) 11/20/2017	Pricing	Pricing to Create Shared Value https://hbr.org/2012/06/pricing-to-create-shared-value	Kindle Fire: Amazon's Heated Battle for the Tablet Market KEL770-PDF-ENG	Pricing for Project idea
11/23 & 24/17		<i>Thanksgiving Holiday</i>		
(14) 11/27/2017	Project presentations			Due today: Draft outline of work plan to include the topics of the course; problem ~solution, competitive advantage, customer value proposition, target customer, customer experience, customer mapping, value stream mapping, innovation, business model, inbound/outbound, distribution, pricing. Each team to present their work to date as a progress report to the class for constructive help and guidance. PPT 15 slides or less.
4-Dec-17		<i>Finals Week</i>		

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GROWING SMARTLY Spring 2018

Harvard Business School Publishing url: <https://cb.hbsp.harvard.edu/cbmp/login>
 COURSEPACK URL: <http://cb.hbsp.harvard.edu/cbmp/access/65046689>

Readings and cases must be read and prepared in advance of each class.

CLASS # LRWB # DATE	TOPIC	ARTICLES/READINGS/VIDEOS	CASE	PROJECT/ SIMULATIONS/TUTORIALS
(15) 1/10/2018	Prior semester review Strategy	REVIEW Prior semester's readings, PPT. The Five Competitive Forces That Shape Strategy (17) R0801E-PDF-ENG How Domino's Pizza Reinvented Itself https://hbr.org/2016/11/how-dominos-pizza-reinvented-itself?referral=00210&cm_mmc=email-newsletter-strategy-strategy_date&utm_source=newsletter_strategy&utm_medium=email&utm_campaign=strategy_date&spMailingID=16145019&spUserID=MTg3NTk3MDYyMDMS1&spJobID=921521752&spReportId=OTIxNTIxNzUyS0		PACRIM DISPUTE (2) PON374-PDF-ENG
15-Jan-18		<i>MLK Holiday</i>		
(16) 1/17/2018	General Management Organizational Behavior	What You Don't Know About Making Decisions (10) R0108G-PDF-ENG https://threverdey.files.wordpress.com/2015/10/what-you-dont-know-about-making-decisions-garvin-hbr-sept-01.pdf Rethinking Political Correctness (10) R0609D-PDF-ENG https://hbr.org/2006/09/rethinking-political-correctness When Culture Doesn't Translate (5) R1510C-PDF-ENG https://hbr.org/2015/10/when-culture-doesnt-translate		Refined project idea to summarize presentation. PACRIM DISPUTE (2) PON374-PDF-ENG

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(17) 1/24/2018	International Business		Google in China (A) (13) 510071-PDF-ENG	Refine project idea to 15 minutes each
(18) 1/31/18	International Macroeconomics	The Globalization Capability https://www.bcgperspectives.com/content/articles/growth-globalization-capability-gap-execution-not-strategy-separates-leaders-laggards/ - chapter1 Can China Maintain its Economic Power http://hbswk.hbs.edu/item/can-china-maintain-its-economic-power?cid=spring-14102174-WK%20Newsletter%2001-18-2016%20(1)-January%2018,%202017	Google in China (B) Google in China (C)	Create video. Tutorial: International macroeconomics 715702-HTM-ENG
(19) 2/7/18	Economics		China's Journey to the West: Chongqing (12) NTU051-PDF-ENG	Refine project idea to 10 minutes each
(20) 2/14/18	Human Resources Management	America's Looming Creativity Crisis (10) R0410H-PDF-ENG https://hbr.org/2004/10/americas-looming-creativity-crisis		Continue video work (verbal report). MARKETING: The Positioning Game UV6715-HTM-ENG
(21) Pages 101 – 126 2/21/18	General Management	READ ONLY Building a Resilient Global Enterprise Inspired by Biology https://www.bcgperspectives.com/content/articles/globalization-strategy-building-resilient-global-enterprise-inspired-by-biology/	Clayton Industries: Peter Arnell, Country Manager for Italy (12) 4199-PDF-ENG	Continue video work (verbal report). Cont'd MARKETING: The Positioning Game UV6715-HTM-ENG
(22) Pages 127-130 2/28/18	Operations Management	Herman Miller website http://fuseproject.com/work/herman_miller/public/?focus=overview	Cradle-to-Cradle Design at Herman Miller (20) 607003-PDF-ENG	Continue video work

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<u>CLASS #</u> <u>LRWB #</u> <u>DATE</u>	<u>TOPIC</u>	<u>ARTICLES/READINGS/VIDEOS</u>	<u>CASE</u>	<u>PROJECT/ SIMULATIONS/TUTORIALS</u>
(23) Pages 131-137 3/7/2018	Organizational Behavior Operations Mgt.	Why Organizations Don't Learn (7) R1511G-PDF-ENG https://hbr.org/2015/11/why-organizations-dont-learn The Double Game of Digital Strategy https://www.bcgperspectives.com/content/articles/business-unit-strategy-big-data-advanced-analytics-double-game-digital-strategy/		Refine project idea to 5 minutes each. Marketing Simulation: Managing Segments and Customers V2 7018-HTM-ENG
3/12-17/2018		<i>Spring Break</i>		
(24) Appendix 3/21/2018	Operations Management		Zara: IT for Fast Fashion (23) 604081-PDF-ENG	Continue video work Marketing Simulation: Managing Segments and Customers V2 7018-HTM-ENG
(25) 3/28/2018	The Future	The Rise of the Digital Capital Economy (post) http://www.pieria.co.uk/articles/the_rise_of_the_digital_capital_economy . All consumer trends involve the Internet http://ipcarrier.blogspot.com/2015/12/all-consumer-trends-involve-internet.html		Continue video work. Harvard Manage Mentor: Customer Focus 9010-HTM-ENG
(26) 4/4/2018	The Future	Business and Society in the Coming Decades http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/business-and-society-in-the-coming-decades		Final Course project presentation, video format.
(27) 4/11/18				Final Course project presentation, video format.
(28) 4/18/2018				
23-Apr-18	FINAL WEEK			

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