

IDH 3034 Aesthetics, Values & Authority *U28 & U41 An Introduction to Corporate Strategy - A Harvard Business School Case Approach¹*

Fall 2018 and Spring 2019

Monday, 1:00 - 3:45 pm
PC 422

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BACKGROUND

This is a one-year course with two sequential semester offerings. In the first semester, Fall 2018, we explore strategy in depth via the seminal thinking of Michael Porter. In the second semester, Spring 2019, we focus on the critical concept of innovation and its role in strategy, value creation and competitive advantage. This is a highly participatory course based on cases from leading institutions of higher learning in the US, Europe and India. Students will engage in role-playing, oral presentations, debate, and business modeling. *There are no exams in this course.*

OVERVIEW - U28 IDH 3034 - Fall Semester 2018 *How Global Corporations Grow Smartly*

Business growth is the productive engine of economic, social and cultural development. Through active student participation in class, students will use critical thinking, creativity and problem-solving skills to analyze Harvard Business cases on key business themes: Apple, Heritage Kandalama Resort of Sri Lanka, Intel, Groupon, Apollo Hospitals of India, LEGO, Axel Springer, Hubspot, Allstate, Kindle Fire, Google in China, Clayton Industries of Italy, Zara of Spain. The course is taught at a non-technical high level for students seeking both a business and non-business perspective of the growth of the world's representative companies in their thematic areas. The course is capped by a project a la SHARK TANK. Prof. Sampedro is known for her practical, and, in many cases, first-hand experiences.

OVERVIEW - U41 IDH 3034 - Spring Semester 2019 *Disruptive Innovation*

Disruptive innovation has been shaping, and will shape, our world across all economies, geographies, industries, cultures and political systems. Be prepared to step out of your comfort zone. Through active student participation in class, we will analyze Harvard Business cases on the most disruptive innovations in their fields, beginning with CITI (banking), Charles Schwab (brokerage), iPhone (communications), Netflix (movies), Pandora (music), Kindle (books), Nucor (manufacturing steel), Tesla (automotive), and ending with modern day development of pipelines, platforms and the new rules of strategy: Etsy (artisan crafts), Uber/Lyft (transportation), Airbnb (lodging), amongst others. Prof. Sampedro offers a practical and, in many cases, first-hand account of the development of these innovations. The course is capped by a project a la KICKSTARTER. The student will graduate armed with practical decision-making knowledge and understanding as well as bringing about change.

¹ 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

REQUIRED COURSE MATERIALS

- 1) [THE LITTLE RED WRITING BOOK, by Brandon Royal](#) (available in public libraries)
- 2) **HBS Publishing Cases Coursepack** must be downloaded by **each student** for a fee [Register](#) with HBS at <https://cb.hbsp.harvard.edu/cbmp/login> then download pack:
Fall 2018 Download Coursepack URL: <https://hbsp.harvard.edu/import/188858>
Spring 2019 Download Coursepack URL: <https://hbsp.harvard.edu/import/190824>
- 3) Required articles, papers, videos and cases are listed in the Syllabus per the [Assignment Schedule](#)
- 4) Course project @ 5 students per team: **Fall 2018 [Shark Tank](#)**; **Spring 2019 [KickStarter](#)**

IF A HYPERLINK IS BROKEN, PLEASE USE THE INFORMATION GIVEN IN THE ASSIGNMENT SCHEDULE TO LOCATE THE ARTICLE IN THE INTERNET OR IN THE COURSEPACK.

GRADING STANDARDS/PERFORMANCE MEASURES

Grades will be determined based on quality of classroom participation (15%), readings (15%), written analysis and in-class presentation of case studies (20% each), and a course project (30%). Grading will be on a curve. 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. Since there are no exams in this course, **readings and cases must be read and prepared in advance of each class.**

Assignments - GRADES

Classroom participation (15%) >Quality of critical thinking, not verbosity.

Articles/Readings/Videos (15%) >Students should express their own insight or takeaway no longer than a "tweet" (one sentence) derived from the article/reading/video. These are to be uploaded to Canvas no later than midnight of the Friday for that Monday's class. A student(s) will be chosen to present the article in class.

Cases (40%: half to the written summary; half to the class presentation) >Each team should prepare a summary takeaway of the case no longer than ONE PARAGRAPH derived from the case (20% value). The case write ups are to be uploaded to Canvas no later than midnight of the Friday for that Monday's class. The teams will present the cases at class (20% value).

Course Project (30%) >Each team will select a project using the course teachings to develop a scalable business idea and present it to the class (a la [Shark Tank Fall Semester](#)) or for [KickStarter](#) Spring Semester). Students will determine the project they want to do, which will relate to a theme from the course, and will work in teams of @ 5 students. Presentation will be a **SHORT VIDEO** (creativity encouraged!). A 10-slide PPT may be substituted for the video. The projects will be eligible to be submitted to **StartUp FIU**.

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. Very active role in class discussion is expected and required. 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.



ASSIGNMENTS SCHEDULE

How Global Corporations Grow Smartly Fall 2018

Harvard Business School Publishing url: <https://cb.hbsp.harvard.edu/cbmp/login>
COURSEPACK URL: <https://hbsp.harvard.edu/import/188858>

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

CLASS (#) LRWB (principles) DATE	TOPIC	ARTICLES/READINGS/VIDEOS	CASE	SHARK TANK PROJECT
(1) 8/20	Introduction - strategy marketing management	Peter Drucker (Wikipedia) W. Edwards Deming (Wikipedia) The Art of Crafting a 15 Word Strategy Statement, Alessandro Di Fiore -Michael Porter, Porter, M.E. (1987) " From Competitive Advantage to Corporate Strategy ", Harvard Business Review, May/June 1987, pp. 43-59.	The Five Competitive Forces that Shape Strategy R0801E-PDF-ENG	Set up in teams.
(2) 8/27 Last day to add/drop	Competitive Strategy	The Rise of the Digital Capital Economy (post) All Consumer Trends Involve the Internet	Apple Inc. in 2015 715456-PDF-ENG	Come up with a new business idea for a <i>substantial problem with scalable solutions</i> as if you were going to present it to SHARK TANK.
9/3	LABOR DAY	Business Model Generation, Alexander Osterwalder, Yves Pigneur, Alan Smith http://alvarestech.com/temp/PDP2011/pdf/Business%20Model%20Generation%20(1).pdf The Globalization Capability		
(3) 9/10	Emergent Strategies Human Resources Management Organizational Behavior	Henry Mintzberg of McGill University; Patti Patrizi Strategic Philanthropy for a Complex World Kania, Kramer, Russel, Stanford U. Is Strategic Philanthropy Yesterday's News? Schambra Business and Society in the Coming Decades McKinsey	Sustainable Tourism: Heritance Kandalama Resort of Sri Lanka NTU003-PDF-ENG	Present Shark Tank ideas to the class for selection. E.g. I am going to develop a new cure for diabetes because I have been diabetic all my life. Problem and solution.

(4) 9/17	Value Creation - Value Capture	Bowman and Ambrosini in their 2003 revised paper " Value Creation Versus Value Capture: Towards a Coherent Definition of Value in Strategy " / Bowman and Ambrosini.pdf Why Organizations Don't Learn (7) R1511G-PDF-ENG	Intel Corp. 703427-PDF-ENG	Teams to present Competitive Strategy and Value Creation, Value Capture definition for Project Idea
(5) 9/24	Customer Value Proposition	Four Steps to Building a Compelling Value Proposition	Groupon 511094-PDF-ENG	Teams to present Emergent Strategy and Team Customer Value Proposition for Project idea
(6) 10/1	Customer Experience and Customer Mapping - Value Stream Mapping	The Power of Value Stream Maps Gantt chart (Wikipedia) PERT (Wikipedia)	Apollo Hospitals: Differentiation through Hospitality IMB425-PDF-ENG	Teams to present Initial Customer Experience Outline and Customer Mapping for Project idea. Including Value Stream Map for Project Idea
(7) 10/8	Target Customer Operations Management	The 30 Best Pieces of Advice for Entrepreneurs in 2014	Zara: IT for Fast Fashion (23) 604081-PDF-ENG	Teams to present Target Customer Definition for Project Idea
(8) 10/15	Innovation	The Innovators Dilemma Tim Woods blog 8 Principles of the Innovator's Solution Tim Woods blog How Domino's Pizza Reinvented Itself	LEGO 613004-PDF-ENG	Teams to present Innovative Idea for Project Idea
(9) 10/22	Business Model	What is a Business Model Ovans	Axel Springer in 2014: Strategic Leadership of the Digital Transformation E522-PDF-ENG	Teams to present Proposed Business Model for Project Idea
(10) 10/29 Last day to drop with a DR grade	Inbound Outbound	What is Inbound Marketing? Hubspot The Double Game of Digital Strategy	Hubspot: Inbound Marketing and Web 2 509049-PDF-ENG	Teams to present Inbound Outbound for Project Idea
(11) 11/5	Distribution	Marketing and Promotion Strategies Australia	Allstate Corporation 2007 - 2013 715426-PDF-ENG	Teams to present Distribution Channel for Project Idea
11/12	 <i>Veteran's Day - no classes Do something nice for a veteran</i> 		America's Looming Creativity Crisis (10) R0410H-PDF-ENG Building a Resilient Global Enterprise Inspired by Biology	

		Where does Growth Come From? Christiansen		
(12) 11/19	Pricing	Pricing to Create Shared Value Bertini & Gourvile What You Don't Know About Making Decisions (10) R0108G-PDF-ENG Garvin & Roberto	Kindle Fire: Amazon's Heated Battle for the Tablet Market KEL770-PDF-ENG	Teams to present Pricing for Project Idea
11/22 - 24	 <i>Thanksgiving Break- no classes 🙏</i>	Tutorial: International macroeconomics 715702- HTM-ENG		
(13) 11/26	General Management Organizational Behavior International Business	Rethinking Political Correctness (10) R0609D-PDF-ENG When Culture Doesn't Translate (5) R1510C-PDF-ENG Can China Maintain its Economic Power McFarlan	Google in China (A) (13) 510071-PDF-ENG Google in China (B) Google in China (C) China's Journey to the West: Chongqing (12) NTU051-PDF-ENG	Teams to continue work on their Shark Tank Project Idea. Elements should include key 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.
(14) 12/3 <i>Finals Week</i>	International Macro-economics	👏 Project presentations 👏	Clayton Industries: Peter Arnell, Country Manager for Italy (12) 4199-PDF-ENG	Teams to present final video/PPT to Shark Tank!
	<i>Deadline for Faculty to submit grades 12/12/18</i>			


ASSIGNMENTS SCHEDULE

Disruptive Innovation Spring 2019

Harvard Business School Publishing url: <https://cb.hbsp.harvard.edu/cbmp/login>

COURSEPACK URL: <https://hbsp.harvard.edu/import/190824>

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

CLASS (#) LRWB (principles) DATE	TOPIC	ARTICLES/READINGS/VIDEOS	CASE	<u>KICKSTARTER</u> PROJECT
(1) (15) 1/7	Strategy General management Competition	The Three Things That Keep Companies Growing Zook, Allen Where Have All the Leaders Gone? Ashenas From Competitive Advantage to Corporate Strategy Porter The 5 Drivers of Business Disruption in 2017 Disruptionhub.com	The Five Competitive Forces that Shape Strategy The Innovator's DNA , Dyer, Gregersen, Christensen	Set up in teams; select industry to disrupt with a project idea.
(2) (16) 1/14 Last day to Add/Drop	Disruptive innovation (Christensen videos)	Ten Types of Innovation , Doblin site Ten Types of Innovation Keeley Ten Types of Innovation Tim Woods blog Disruptive Innovation Explained The Explainer: Disruptive Innovation The Innovator's Dilemma	What is Strategy? Porter	Present industry and idea to the class for selection. Project must deal with <i>substantial problems with scalable solutions</i> .
1/21	<i>Martin Luther King Jr. Day</i>  <i>Let's actively do something to honor his vision</i> 🙏	SAVING GLOBALIZATION AND TECHNOLOGY FROM THEMSELVES BCG INNOVATING FOR GLOBAL GROWTH BCG		
(3) (18) 2/4	Brokerage (Charles Schwab)	DISRUPTION IS NOT A STRATEGY NEWMANN	Charles Schwab Corp. in 2017, Makinen, Siegel SM282-PDF-ENG	How does Service, Support and Enhancements, affect your industry
(4) (19) 2/11	Retailing (Amazon)	The 12 Different Ways for Companies to Innovate Sawhney, Wolcott, Arroniz http://bit.ly/Reading-DI-1026	Amazon.com (A) Jeffrey Rayport; Dickson L. Louie 897128-PDF-ENG eReading: Amazon's Kindle Bharat Anand, Peter Olson, Mary Tripsas 709486-PDF-ENG	How does Distribution Channels affect your industry

(5) (20) 2/18	Travel (Expedia)	Expedia	Should Your Business be Less Productive? Huang, Rust	How does Brand affect your industry
(6) (P.101-109) 2/25	Communications (iPhone) Distribution	How a Digital Storm Will Disrupt the Parcel and Express Industry BCG,	From Hand-helds to Smart Phones - The Pioneers of Palm Inc. Anne K. Hoenen; Phillip C. Nell W11355-PDF-ENG iPhone vs. Cell Phone David B. Yoffie; Michael Slind 708451-PDF-ENG	How does Structure, the alignment of resources, apply to your industry
(7) (P110-118) 3/4	Movies/ Netflix	How Telecoms Can Become Video's Next Big Star? BCG, Dahlke, Hardarson On-line DVD Rental NETFLIX NETFLIX Case Study on SlideShare.net	Impact of Digital Technologies...Examining the Netflix Paradigm Sood, et al. IES503-PDF-ENG	How does Network, connection to others, apply to your industry
3/11-16	🌸 SPRING BREAK NO CLASSES Read, relax, Read 🌞	Building a Resilient Global enterprise Inspired by Biology Scientific American		
(8) (P.118-126) 3/25 <i>Deadline to drop courses</i>	Mfg. Steel/ Nucor	Ken Iverson, Chairman and CEO, Nucor, Harvard Business School, Ghemawat Coursepack	American Steel: Everything Old is New Again, Foote S0505C-PDF-ENG Knowledge Management...Lessons from Nucor Steel Gupta, Govindarajan SMR057-PDF-ENG	How does Process or Methods affect your industry
(9) (P. 127-137) 4/1	Automotive / TESLA	TESLA UNVEILS MODEL 3	Tesla Motors: Disrupting the Auto Industry? Dyer, Furr IN1137-PDF-ENG	How does Product Performance, distinguishing features and functionalities, affect your industry
(10) (138-142) 4/8	Platforms/ Transport: Uber/ Lyft/ Lodging: AirBnB	HOW UBER, AIRBNB, AND ETSY ATTRACTED THEIR FIRST 1,000 CUSTOMERS Blanding With Uber Freight, It's Not Just Truck Drivers Whose Jobs Are at Risk McDermott	Uber, Airbnb, and Etsy Acquiring the First Thousand Customers Teixeira, Brown 516094-PDF-ENG Airbnb, Etsy, Uber: Growing from One Thousand to One Million Customers Teixeira, Brown 516108-PDF-ENG	How does Profit Model apply to your industry
(11) (143-144) 4/15	Future Platforms/ Multisided Platforms	CREATING VALUE THROUGH BUSINESS MODEL INNOVATION AMIT, ZOTT	Adapting to the Sharing Economy Matzler,	

		WHY YOU DON'T UNDERSTAND DISRUPTION INTEL CULTURE JUST ATE 12,000 JOBS, GASSEE	Velder, Kathan SMR512-PDF-ENG Strategic Decisions for Multisided Platforms Hagi SMR477-PDF-ENG Pipelines, Platforms and the New Rules of Strategy Van Alstyne, Parker, Choudary R1604C-PDF-ENG	
(12) 4/22-27 FINALS WEEK				Teams present their project to Kickstarter .
	Deadline for Faculty to submit grades 5/1/19			

Additional Information and Resources

COURSE OBJECTIVES

This course exposes students to practical applications of business disciplines, strategy, management and marketing, 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.

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.

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/current-students/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 <http://honors.fiu.edu/current-students/portfolio>.

Honors Education in the Arts (HEARTS)

The HEARTS program is designed to give Honors College students opportunities to "explore and appreciate different artistic and cultural traditions and modes of artistic expression. HEARTS will also serve as a clearinghouse (and curatorial framework) for our students to experience the arts on campus and in the community by providing them with information about cultural activities and access to performances with free or discounted tickets. See: <http://honors.fiu.edu/current-students/hearts/>

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, 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://integrity.fiu.edu/misconducts.html>.

FIU Code of Academic Integrity - <http://integrity.fiu.edu/>.

FIU Honors College Plagiarism Policy - <http://honors.fiu.edu/honors-policies/>.

Courses 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, rodrigej@fiu.edu.