

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
Office hours: after class

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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, Heritance 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

GRADING STANDARDS/PERFORMANCE MEASURES

Grade will be determined based on quality of classroom participation (15%), readings (15%), written analysis and in-class presentation of case studies (40%), and a course project (30%). 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. 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.

REQUIRED COURSE MATERIALS

- 1) [THE LITTLE RED WRITING BOOK](#), by Brandon Royal
- 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>
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 3 – 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 THE CASE IN THE COURSEPACK.

Assignments

Articles/Readings/Videos (15%)

Students should express their own insight or takeaway no longer than a paragraph derived from the article/reading/video. 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 (40%)

Each team should prepare a summary analysis of the case no longer than a page derived from the case. The teams will present the cases 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 (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](#)) or for [KickStarter](#)). Presentation will be a 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 | <p>Peter Drucker (Wikipedia)</p> <p>W. Edwards Deming (Wikipedia)</p> <p>The Art of Crafting a 15 Word Strategy Statement, Alessandro Di Fiore</p> <p>-Michael Porter, Porter, M.E. (1987) "From Competitive Advantage to Corporate Strategy", <i>Harvard Business Review</i>, May/June 1987, pp. 43-59.</p> | 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) | 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 | | <i>LABOR DAY</i> | | <p style="text-align: center;">Business Model Generation, Alexander Osterwalder, Yves Pigneur, Alan Smith</p> <p style="text-align: center;">http://alvarestech.com/temp/PDP2011/pdf/Business%20Model%20Generation%20(1).pdf</p> <p style="text-align: center;">The Globalization Capability</p> |
| (3) 9/10 | Emergent Strategies Human Resources Management Organizational Behavior | <p>Henry Mintzberg of McGill University; Patti Patrizi</p> <p>Strategic Philanthropy for a Complex World Kania, Kramer, Russel, Stanford U.</p> <p>Is Strategic Philanthropy Yesterday's News? Schambra</p> <p>Business and Society in the Coming Decades McKinsey</p> | 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. |

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| (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 |

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| | | | | 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 Macroeconomics |  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> | | INNOVATING FOR GLOBAL GROWTH BCG SAVING GLOBALIZATION AND TECHNOLOGY FROM THEMSELVES BCG |
| (4) (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 |
| (5) (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 |

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| (6) (20) 2/18 | Travel (Expedia) | Expedia | Should Your Business be Less Productive? Huang, Rust | How does Brand affect your industry |
| (7) (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 |
| (8) (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 |
| (9) (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 |
| (10) (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 |
| (11) (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 |
| (12) (143-144) 4/15 | Future Platforms/ Multisided Platforms | CREATING VALUE THROUGH BUSINESS MODEL INNOVATION AMIT, ZOTT WHY YOU DON'T UNDERSTAND DISRUPTION | Adapting to the Sharing Economy Matzler, Velder, Kathan SMR512-PDF-ENG Strategic Decisions for Multisided Platforms | |

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| | | INTEL CULTURE JUST ATE 12,000 JOBS, GASSEE | Hagiu SMR477-PDF-ENG Pipelines, Platforms and the New Rules of Strategy Van Alstyne, Parker, Choudary R1604C-PDF-ENG | |
| (13) 4/22-27 FINAL WEEK | | | | Teams present their project to Kickstarter . |
| | <i>Deadline for Faculty to submit grades 5/1/19</i> | | | |

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/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, 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.html 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, rodrijei@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.