

MGMT 365A&B - Management Strategy & Policy

Spring 2011 - Santo D. Marabella

QuickGuide to Success in MGMT 365

If you read nothing else in this syllabus, READ THIS...

Be There or Be Square

Attend all classes – call or email if you cannot attend before your absence (whenever possible)

Ferris Buehler's (insert your name here) Day Off.

You get one “free pass” – a chance to blow off class without any hassles; BUT, like a day off from work, you must still notify your “boss” (professor) that you will not be coming in to “work” (class)

- The “Fine Print” about Free Passes. No free passes may be taken:
 - Day you have a presentation
 - During all exams
 - When final individual or group presentations are held

Go Outside, It's Fun

You are intelligent and creative, but you need some “outside” help now and then, especially when you are preparing papers, cases, presentations; so, consult “outside” sources – that is, information written or prepared by a knowledgeable source (other than the professor) not already being referenced in this course.

Give Credit Where Credit is Due

You have to recognize your outside source. The only way to do that in this class is APA, as APA is the only approved, sanctioned, permitted, (are you getting the picture?); if you don't know it, time for some new learning .

Picky Paper Procedures & Protocol

In preparing written assignments:

- No title pages, fancy covers or binders – save trees
- Name, date, course section, title of assignment on page 1 – helps in assigning grades
- Always number every page after the first – easy for referencing comments (e.g. “Great job on page 3...”)
- Staple, not clip, pages
- Type section headings as described in the syllabus.
- Use APA style of citing sources correctly

If any of the above guidelines are not followed, the paper will be returned and points deducted.

For classroom issues:

- Always notify the Instructor in advance if you will be absent from class (if advance notice is not feasible, as soon as possible)
- Ask the Instructor, rather than assume, if anything in class or in this syllabus is unclear.

Cell Phones & PDAs

Your cell phone/PDA must be silenced or off and may not be used during class (if there is an extenuating circumstance, please consult with the Instructor).

Laptops

You have a right to use your laptop to take notes during class. With that right comes the responsibility to use it appropriately. Students who surf the Internet, IM or engage in activities other than note-taking will lose their right to take notes electronically.

Course Information

Course Description

An examination of strategic planning theories that maximize organizational effectiveness by transforming the organization into an adaptive learning system capable of managing critical changes in its environment. The approach emphasizes comprehensive, holistic and participative planning.

Course Goals

The course goals are:

- Integrate learning from courses in the management major as the foundation elements of the knowledge base from which strategies at all levels of the organization are formulated and implemented.
- Expose students to classic and emerging theories and practices related to corporate, business and functional strategies.
- Create opportunities for students to apply both prior and current management course learning through case analysis and presentations, business simulations and research.
- Reinforce the importance of global, quality, diversity and ethical perspectives in organizational policy and strategy.

Course Outcomes

The outcomes that are sought upon completion of this course are:

- Knowledge of the most important and relevant terms, concepts, processes and competencies necessary to effectively plan and think strategically.
- Awareness of emerging trends, theories and examples of business policy and strategy.
- Enhanced ability to conduct research, create and give presentations, and work in peer groups.

Course Materials

Required Course Textbook:

Readings & Cases, Strategy 2011, Prentice Hall Custom Business Resources
MarketPlace Live, Business Simulation, 2011

Required Reference:

Publication Manual of the American Psychological Association, 6th edition (2009 or later).

This reference is essential in preparing all written assignments for this course, and should be helpful in preparing assignments for other courses as well.

Course Expectations

Readings

Students will be responsible for preparing the assigned Reading(s) for each class. Assigned readings are indicated in the "Assignment" column of the Course Schedule. Students should be prepared to discuss Readings on the date listed for that particular topic.

Total Quality Participation

Students are expected to attend all class sessions and participate in class discussions. Participation quality is measured by a student's classroom activity (e.g. responsiveness to questions) and initiative (e.g. preparing additional reading and sharing this with the class).

Students begin the semester with the maximum points possible for Quality Participation. Attendance will be taken and absences recorded. Points will be deducted for each session a student does not attend and does not have an Excused Absences (an illness; a medical or family emergency; a scheduled athletic game/match, a professional obligation). Students are not penalized for Excused Absences which are approved by the Instructor and accompanied by appropriate documentation. Each semester, students are permitted one Free Pass (absence from class without excuse and for any reason). A Free Pass may not be used during a class session in which a student's Strategy in Action presentation, a team's case analysis or the final Capstone presentations are made.

In any case, a student should inform the Instructor of anticipated absences in advance (whenever possible) so that it can be determined if an absence will be excused. A student using a free pass should inform the instructor before or after the absence. Also, a student who misses a class session for any reason is responsible for preparing readings, obtaining discussion notes and handouts and completing and submitting (on time) assignments for the session missed.

Grading Policies

Measurement and Grading

Total Quality Participation	20%	
Strategy in Action [individual, presentation]	25%	
Case Analysis [team, presentation]	25%	
MarketPlace Live Simulation [team, presentation]	30%	
	TOTAL	100%

Numerical and Corresponding Letter Grades: 93 and above - A - Excellent
 Exceptional performance in all aspects of the course

90 - 92 - A-

86 - 89 - B+ - Very Good

80 -85 - B - Good

Sound performance in all aspects of the course.

78 - 79 - B-

76 - 77 - C+

70 - 75 - C - Marginal Work

Acceptable grasp of subject matter and its practical application.

68 - 69 - C-

65 - 67 - D - Little or no evidence of acceptable level of learning; however substantive effort is demonstrated.

64 and below - F -

No evidence of an acceptable level of learning or effort.

Special Notes

Academic Honesty:

Integrity and honesty are qualities considered to be the "norm" among students. However, any students who choose to deviate from that "norm" risk automatic failure in the course. Bottom line – do not cheat or plagiarize; if you do, you will significantly and adversely impact your final grade.

Accommodations:

Students who wish to request accommodations in this class for a disability should contact Mr. Joe Kempfer, Assistant Director of Learning Services for Disability Support, 1307 Main Street (extension 1510). Accommodations cannot be provided until authorization is received from the office of Learning Services.

Subjective Discretion:

It is within the Instructor's purview to apply qualitative judgment in determining grades for assignments or for the course. In addition, this syllabus is my best effort at presenting a definitive statement on the course's policies, assignments and schedule; however, circumstances may arise that necessitate changes; if this occurs, students will be given as much advanced notice as possible.

Research Guidelines

APA Guidelines

[APA Info Link](#)

It is important that classroom and textbook learning are augmented by literature, data and information that has been obtained or developed by credible, quality outside (in the field or from the "academy") sources.

The Internet is an excellent tool for identifying and acquiring research effectively and efficiently. It can save time and connect you with quality sources of literature and information. However, websites sponsored by organizations or individuals normally have little credibility or value in providing literature or information about anything other than the sponsoring individual or organization. The exception is if the website contains data from professional research studies or projects sponsored by the website owner, in which case it will be clear that the information is research rather than opinion or propaganda. All research that students do needs to be cited according to the 2001 (5th edition) of the APA Publication Manual.

The research you consult should be listed as citations for References. Unlike citations for Bibliographies that may permit all consulted sources, References include only those sources you have actually used. Citations are listed in a References list at the end of a written work or paper in alphabetical order, with the second line of text indented. Citations listed in the text of your work are listed as (last name and year) e.g. (Smith, 2005) or last name (year) e.g. Ramirez (2005).

APA Quick Guide

- Attached Files
-  [APA Quick Guide](#) (15.735 KB)

Dr. Santo D. Marabella

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Office Location Comenius 203

Office Hours Tuesday 4pm to 4:45pm Wednesday 1:30 to 2:30pm Thursday 11am to 12noon

Personal Link <http://>

Notes

Other times available by appointment. While students may "drop in" at any time during office hours, scheduled appointments are highly recommended and ensure adequate time and attention to address student needs.

Assignment Overview

The following Assignments are required for this course:

PARTICIPATION [class attendance, contribution to class discussion, 20 points]

(1) STRATEGY IN ACTION [individual, presentation, 25 points]

(1) CASE ANALYSIS [team, presentation, 25 points]

(1) MARKET PLACE PROJECT [team, presentation, 30 points]

CLASS READINGS [casebook, textbook, MarketPlace Live Website] - specific readings listed in Schedule.

↓ **Assignments Roster**

↓ **Case Analysis**

↓ **MarketPlace Live**

↓ **Strategy in Action**

↓ **Keirseey Temperament Sorter**

- Attached Files
-  [MBTI Kiersey Inventory](#) (381 KB)

↓ **Reading Discussion Questions for W/O**

• **Case Description**

CASE ANALYSIS (team, presentation), 25 points)

Each student is responsible for preparing and participating in one (1) presentation of a Case Analysis. Case Studies are to be prepared, and will be evaluated according to the format and criteria outlined by the Instructor.

↓ **Case Titles**

Please see the Assignment Roster section for Case Titles and team assignments.

↓ **Process**

1. Each student will be assigned to a Case Team. Then, by the end of Week #4, each Team will submit choices for Cases. As much as possible, Teams will receive their 1st or

2nd choice.

2. Your presentation is due on the date of the session your case is scheduled to be discussed in class. Maximum time for each presentation is 30 minutes (you will be timed!)
3. The only written requirement for this assignment is a copy of your presentation (i.e. PowerPoint handouts) that is prepared according to the prescribed SAR format - Summary, Analysis, Recommendations (to be discussed in detail in class) and a list of References. References - including the case text and any additional sources consulted to update the case - must be listed according to APA style.
4. To conserve paper, do not create a title page; instead include the following information on the top of the first page of the outline:
Case Name
Last Names of Each Student in the Group
Dr. Marabella
MGMT 365A or B

↑ **Grading**

References/Sources = 5
Content = 10
Presentation = 10
TOTAL = 25

↑ **Case Format**

- Attached Files
-  [Case Methods.doc](#) (23.5 KB)


This document describes the SAR (Summarize, Analyze, Recommend) format that should be used in preparing and delivering your case presentation.

↑ **Case Analysis Questions**

- Attached Files
-  [Case Questions Sheet.doc](#) (20 KB)

Suggested questions to be asked in preparing your case analysis and need to be addressed (answered) in your presentation are contained in this document.

↑ **Case Evaluation Criteria**

- Attached Files
-  [Case Evaluation.doc](#) (24 KB)

This document describes the criteria upon which all case analyses and presentations will be evaluated

Log On Info

Website

<https://web.marketplace-live.com/home4/purchase/purchase.php>

Game IDs

Section A: 4101-0002-0647

Section B: 4101-0003-0240

For assistance in logging in, please view the demo video at: <http://www.ilshome.com/>
Click on the Demo icon, then select "student sign up overview."

↓ Marketplace Activities

Table 1-1: Decisions to be Made by Quarter (found in Help: A. Introduction to MarketPlace)

Note: Be prepared to justify your decisions, and explain the rationale used to form them.

↓ Executive Briefings

Executive Briefings (found in Help: B. Player Activities)

The Chairman of the Board (Instructor) will meet periodically with each team. The first Executive Briefing will be held after the results are reported for Q1; after that, Briefings will generally be held in class during weeks when there are no decisions to be submitted. (Please refer to the Course Schedule for specific Briefing dates.)

During these executive briefings, the team will review its:

- Performance
- Market analysis
- Current decisions
- Decisions for the future

Each and every member of the team must be prepared to defend the analysis and the logic behind all of the team's decisions and plans.

↓ Final Report to the Board

Final Report to the Board

Each time is responsible for presenting a Report to the Board (following the end of play - Q6). The following content should be included:

Report Overview:

- A review and analysis of your company's performance on the *Balanced Scorecard*.
- A comparison of your company's performance in relation to the competition.
- An assessment of how well you met your corporate objectives.

Performance Assessment:

- Team Performance
 - o self assessment of roles played, contributions made, and adjustments needed
- Financial performance
 - o profitability analysis, including relevant ratios, analysis of year-ending statements (balance sheet, income statement and cash flow)
- Market performance
 - o customer opinion - brand designs, prices and advertising
 - o market demand - by company, brand and per sales person
 - o competitor tactics - segments targeted and selection of marketing tactics
- Operations since presentation of business plan
 - o market and financial performance
 - o valuation of the firm
 - o departures from plan, justification
 - o present plan for the future

Conclusions:

- What We Learned about...
 - o Management and strategy (i.e. course content and readings)
 - o Working on a team
 - o Running a company
- What We Would Do Differently

↓ Grading

MarketPlace Live Simulation (team, written, presentation, 30 points):

Each student is responsible for preparing and participating in a team project in which students form companies that compete in a business strategy Internet-driven simulation. Full details are outlined on this site. This simulation project will be considered the Final Exam. As such, each student must be present for each MarketPlace Live presentation, or risk failing the Final Exam.

The MarketPlace Live Simulation projects will be evaluated in two parts: Report to the Board & Presentation. Your grade (a maximum of 30 points) will be computed in the following way:

Report to the Board

Format = 1

References/Sources = 3

Report Overview = 5

Performance Assessment = 5

Conclusions = 4

SUB-TOTAL = 18

Report Overview: includes the company's relevant information (i.e. Table 1-1) and assessment of the *Balanced Scorecard* performance, competitor comparison, meeting corporate objectives .

- A comparison of your company's performance in relation to the competition.
- An assessment of how well you met your corporate objectives.

Performance Assessment: includes a review of the decisions undertaken in each functional area, specifically, as they relate to team, financial, market and operational performance.

Conclusions: includes a discussion of what the team learned about related to the course content and readings, working on a team and running a company; as well as a statement about what you would have done differently.

Presentation

Peer Evaluation = 5

Instructor Assessment = 3

Class Assessment = 4

SUB-TOTAL = 12

Peer Evaluation: every member of each Team will rank other members of their Team from 1 to 5 (5 is the highest score), using the Peer Evaluation Form which assesses collaboration, commitment and meeting attendance.

Instructor Assessment: the Instructor will rate each Team from 1 to 3 (3 is the highest score) based on attention to vital issues, creativity, and ability to communicate and sustain audience attention.

Class Assessment: each Team will be evaluated by the class from 1 to 4 (4 is the highest score) based on the Team's ability to attract and maintain audience attention, use creativity and innovation in the presentation and demonstrate their understanding of vital company issues of performance.

Strategy in Action

- **Description**

STRATEGY IN ACTION (individual, presentation, 25 points:)

Each student is responsible for preparing a presentation demonstrating the use or application of a strategic issue that is covered in the Text readings. Effort will be made to match topics with a student's interest, but ultimately the topics will be assigned to by the professor. Each student will prepare a written outline of the presentation (a copy of the PowerPoint file is appropriate) according to the format outlined below.

↑ **Format**

Prepare a presentation (no more than 5 minutes) according to the following format and with these explicit section headings:

Research Question - a specific question related to the assigned topic.

Response - discuss what you learned from the literature you read (at least 5 external sources - see below)) and how you would answer the question you posed.

Example - discuss a product/service or organization (business, government or not-for-profit) that represents an example of your research question and answer.

Your research should include no less than 5 outside/external sources other than those assigned for this course, and must be cited in the paper according to APA. External sources are defined as: readings not assigned in the course; readings, data, information from a scholarly or professional periodical, publication or journal; some websites may be appropriate sources, but they should be cleared with the instructor before they are considered for use.

An outline or copy of your PowerPoint presentation must be submitted on the day you present your topic. Number pages beginning with page 2. There should be no title page, but the following information must be included :

Strategy in Action
Topic A, B, ... or L
Your Name
Date Submitted
Dr. Marabella
MGMT 365A or B

Research Question: centered after the above heading
Remember, attach a list of References (APA style) and indicate these sources in your paper.

↑ **Grading**

Content:

Research Question = _____/2

Quality of Research = _____/5

Response = _____/5

Example = _____/3

Presentation:

Communication = _____/5 Engagement = _____/3

Professionalism = _____/ 2

TOTAL = _____/25

↓ **Topic**

Please see the Assignments Roster section for a listing of topics and students assigned to those topics

↓ **Electronic Access SEC Form 10-K Reports**

Go to the Library Home Page, then:

1. Indexes to Periodical Articles
2. Academic Universe
3. Business (under Academic Search Forms)
4. SEC Filings & Reports (under Company Information)
5. Type name of Company (e.g. Viacom)

MGMT 365A – SPRING 2011 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
1	1/18	<p>COURSE OVERVIEW</p> <p>INTRODUCTIONS: Business in the News Article Readings Case studies MarketPlace Live SteelStax Project</p> <p>STRATEGY: Defining Strategy Strategy & Performance Social Responsibility & Jelly Doughnuts</p>				<p>Discuss assignments; submit functional interests; submit Case choices</p> <p><i>Logging on:</i> Blackboard MarketPlace Live</p> <p><i>Teaming up:</i> MarketPlace Live Case Studies</p> <p><i>MarketPlace:</i> Getting Started</p>
2	1/25	<p>MARKETPLACE: Introduction to Marketplace Simulation</p> <p>STRATEGY Defining Strategy Mock Board Meeting: MC Pound, Inc.</p>	Level 5 Leader; Strategic Thinking			<p>Case & Marketplace Team Rosters distributed</p> <p><i>Marketplace:</i> Getting Started submit Case & MP Team Contacts Case assignments distributed</p>
3	2/01	<p>STRATEGY: Ethics & Social Responsibility</p> <p>MARKETPLACE: Situation Analysis Mission & Strategy Start-Up</p>	Strategic Planning; Crafting Strategy	Discuss Personality Type & Teams Situation Analysis		<p>DUE: Personality Inventory DUE: SIA Topic A & B</p>
4	2/08	<p>STRATEGY: Governance</p> <p>CASES: Introduction to Case Studies</p> <p>MARKETPLACE: Practice Round</p>	Integrating Ethics; Moral Imagination		Madonna - Handout (Professor)	<p>Discuss and practice case presentations DUE: SIA Topic C & D</p>

MGMT 365A – SPRING 2011 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
5	2/15	STRATEGY: Competitive Strategy MARKETPLACE: Marketplace Q1 Results	Great Boards Great; How Competitive Forces Shape Strategy		WorldCom (Professor & Class)	DUE: SIA Topic E & F <i>Marketplace:</i> DUE: Marketplace Decisions Q1 (Monday, February 14 – 9pm)
6	2/22	STRATEGY: Balanced Scorecard MARKETPLACE: Discuss Q2 Results CASES Presentation #1	The Balanced Scorecard; Putting the Balanced Scorecard to Work		Case: Target (Team #X)	DUE: SIA Topic G & H <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q2 (Monday, February 21 – 9pm)
7	3/01	STRATEGY: Core & Distinctive Competencies CASES: Presentation #2 MARKETPLACE: Discuss Q3 Results	Core Competence of the Corporation		Case: JetBlue (Team #X)	DUE: SIA Topic I & J <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q3 (Monday, February 28 – 9pm)
8	3/08	SPRING BREAK				
9	3/15	STRATEGY: Competitive Advantage MARKETPLACE: Discuss Q4 Results CASES: Presentation #3	Resource-Based Theory of Competitive Advantage		Case: Chicago Museum (Team #X)	DUE: SIA Topic K & L <i>Marketplace:</i> DUE: Marketplace Decisions Q4 (Monday, March 14 – 9pm)
10	3/22	CASES: Presentation #4 MARKETPLACE: Executive Briefings		Discuss Team Feedback Survey	Case: JP Morgan (Team #X)	Feedback Review Session <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings

MGMT 365A – SPRING 2011 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
11	3/29	CASES: Presentation #5 MARKETPLACE: Discuss Q5 results			Case: Ford (Team #X)	<i>Marketplace:</i> DUE: Marketplace Decisions Q5 (Monday, March 28 – 9pm)
12	4/05	CASES: Presentation #6 MARKETPLACE: Executive Briefings			Case: Bollywood (Team #X)	<i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
13	4/12	MARKETPLACE: Discuss Q6 results				<i>Marketplace:</i> DUE: Marketplace Decisions Q6 (Monday, April 11 – 9pm)
14	4/19	MARKETPLACE: Overall Simulation De-Brief Discuss Simulation Results				<i>Marketplace:</i> DUE: Final Report to the Board (written)
15	4/26	MARKETPLACE PRESENTATIONS				
16	5/02-07	FINAL EXAMS				

MGMT 365B – SPRING 2011 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
1	1/20	<p>COURSE OVERVIEW</p> <p>INTRODUCTIONS: Business in the News Article Readings Case studies MarketPlace Live SteelStax Project</p> <p>STRATEGY: Defining Strategy Strategy & Performance Social Responsibility & Jelly Doughnuts</p>				<p>Discuss assignments; submit functional interests; submit Case choices</p> <p><i>Logging on:</i> Blackboard MarketPlace Live</p> <p><i>Teaming up:</i> MarketPlace Live Case Studies</p> <p><i>MarketPlace:</i> Getting Started</p>
2	1/27	<p>MARKETPLACE: Introduction to Marketplace Simulation</p> <p>STRATEGY Defining Strategy Mock Board Meeting: MC Pound, Inc.</p>	Level 5 Leader; Strategic Thinking			<p>Case & Marketplace Team Rosters distributed</p> <p><i>Marketplace:</i> Getting Started submit Case & MP Team Contacts Case assignments distributed</p>
3	2/03	<p>STRATEGY: Ethics & Social Responsibility</p> <p>MARKETPLACE: Situation Analysis Mission & Strategy Start-Up</p>	Strategic Planning; Crafting Strategy	Discuss Personality Type & Teams Situation Analysis		<p>DUE: Personality Inventory DUE: SIA Topic A & B</p>

MGMT 365B – SPRING 2011 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
4	2/10	STRATEGY: Governance CASES: Introduction to Case Studies MARKETPLACE: Practice Round	Integrating Ethics; Moral Imagination		Madonna - Handout (Professor)	Discuss and practice case presentations DUE: SIA Topic C & D
5	2/17	STRATEGY: Competitive Strategy MARKETPLACE: Marketplace Q1 Results	Great Boards Great; How Competitive Forces Shape Strategy		WorldCom (Professor & Class)	DUE: SIA Topic E & F <i>Marketplace:</i> DUE: Marketplace Decisions Q1 (Wednesday, February 16 – 9pm)
6	2/24	STRATEGY: Balanced Scorecard MARKETPLACE: Discuss Q2 Results CASES Presentation #1	The Balanced Scorecard; Putting the Balanced Scorecard to Work		Case: Target (Team #X)	DUE: SIA Topic G & H <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q2 (Wednesday, February 23 – 9pm)
7	3 /03	STRATEGY: Core & Distinctive Competencies CASES: Presentation #2 MARKETPLACE: Discuss Q3 Results	Core Competence of the Corporation		Case: JetBlue(Team #X)	DUE: SIA Topic I & J <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q3 (Wednesday, March 2 – 9pm)
8	3/10	SPRING BREAK				

MGMT 365B – SPRING 2011 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
9	3/17	STRATEGY: Competitive Advantage MARKETPLACE: Discuss Q4 Results CASES: Presentation #3	Resource-Based Theory of Competitive Advantage		Case: Chicago Museum (Team #X)	DUE: SIA Topic K & L <i>Marketplace:</i> DUE: Marketplace Decisions Q4 (Wednesday, March 16 – 9pm)
10	3/24	CASES: Presentation #4 MARKETPLACE: Executive Briefings		Discuss Team Feedback Survey	Case: JP Morgan (Team #X)	Feedback Review Session <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
11	3/31	CASES: Presentation #5 MARKETPLACE: Discuss Q5 results			Case: Ford (Team #X)	<i>Marketplace:</i> DUE: Marketplace Decisions Q5 (Wednesday, March 30 – 9pm)
12	4/07	CASES: Presentation #6 MARKETPLACE: Executive Briefings			Case: Bollywood (Team #X)	<i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
13	4/14	MARKETPLACE: Discuss Q6 results				<i>Marketplace:</i> DUE: Marketplace Decisions Q6 (Wednesday, April 13 – 9pm)
14	4/21	MARKETPLACE: Overall Simulation De-Brief Discuss Simulation Results				<i>Marketplace:</i> DUE: Final Report to the Board (written)
15	4/28	MARKETPLACE PRESENTATIONS				
16	5/02-07	FINAL EXAMS				