

	 INTERNATIONAL SCHOOL <i>of</i> BUSINESS	<b>SYLLABUS</b>	
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**PALAZZI FLORENCE ASSOCIATION FOR INTERNATIONAL EDUCATION  
 FLORENCE UNIVERSITY OF THE ARTS  
 ISB - INTERNATIONAL SCHOOL OF BUSINESS (BU)**

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INTERNATIONAL SCHOOL OF BUSINESS  
 DEPARTMENT OF MANAGEMENT  
**COURSE TITLE: INTRODUCTION TO BUSINESS STRATEGY**  
**COURSE CODE: BUERBS280**

3 Semester Credits

**1. DESCRIPTION**

This course is an introduction to the concept of business strategy in both internal and international contexts. Covered topics include economic and market analysis, market entry, contracting with intermediaries, investment, strategic alliances, and internal organization of businesses. Students will be expected to simulate individual strategies based on case studies.

**2. OBJECTIVES**

Upon successful completion of this course students will:

- Know the fundamentals of business strategy
- Understand how a solid, sustainable competitive advantage is gained and defended on a multinational stage
- Master the decision-making mechanisms operating at the corporate level
- Have a direct awareness of the cause-effect relationship when making strategic decisions
- Increase analytical skills and presentation techniques through case discussions and class presentations
- Develop a team playing approach

**3. REQUIREMENTS**

There are no prerequisites for this course

**4. METHOD**

This course consists of lectures, class discussions, and visits. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, academic texts and studies, videos, slides, guided problem solving, and experiential and/or field learning activities where applicable.

## 5. TEXT BOOK – FURTHER READINGS – RESOURCES

The textbook is mandatory for successful completion of the course. Textbooks may be purchased from: Paperback Exchange in Via delle Oche 4R, Feltrinelli International Via Cavour 12.

A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, ***Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases***, 19th Edition, McGraw Hill, 2014

Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

### FURTHER READINGS

Books listed below are available in the FUA library:

- Hill C.W., ***International Business, Competing in the Global Marketplace***, Sixth Edition, New York, NY: McGraw-Hill Irwin, 2007.
- Deresky H., ***International Management. Management Across Borders and Cultures***, Seventh Edition, Pearson, 2011.
- Luthans F., Doh, J.P. ***International Management: Culture, Strategy and Behavior***. Ninth Edition, New York, NY: McGraw Hill, 2015.
- Porter, M. E., ***Competitive Advantage***, Free Press, New York, 1985, 2004.
- Phatak, A.V., Bhagat, R.S. and Kashlak, R.J. ***International Management: Managing in a Diverse and Dynamic Global Environment***, New York, NY: McGraw-Hill Irwin, 2005.
- Velasquez M., ***Business Ethics: Concepts and Cases***, Prentice-Hall, 2005.
- Schmidt E., Rosenberg J., ***How Google Works***, Grand Central Publishing, New York, 2014

### USEFUL MAGAZINES AND NEWSPAPERS:

- Fortune <http://www.fortune.com/>
- Business Week <http://www.businessweek.com/>
- The Economist. <http://www.economist.com/>
- Wall Street Journal <http://www.wsj.com/>
- Financial Times <http://www.ft.com/>

**LIBRARIES IN FLORENCE** The FUA library is located in Corso Tintori 21. Please consult the posted schedules for official opening times. Also, note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a scanner and internet access so that you may save or email a digital copy of the pages needed. Students may also utilize additional libraries and research centers within the local community:

#### **Biblioteca Palagio di Parte Guelfa**

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio. Please consult the library website for hours of operation:  
[http://www.biblioteche.comune.fi.it/biblioteca\\_palagio\\_di\\_parte\\_guelfa/](http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/)

#### **Biblioteca delle Oblate**

Located in via dell'Oriuolo 26. Please consult the library website for hours of operation:  
[www.bibliotecadelleoblate.it](http://www.bibliotecadelleoblate.it)

#### **The Harold Acton Library at the British Institute of Florence**

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation. This library requires a fee-based student membership. For information: [www.britishinstitute.it/en](http://www.britishinstitute.it/en)

## **6. FIELD LEARNING**

This course may include a field learning activity.

## **7. COURSE MATERIALS**

No additional course materials are necessary.

**8. COURSE FEES** Course fees cover all course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The instructor will communicate the exact amount on the first day of class.

## **9. EVALUATION – GRADING SYSTEM**

10% Attendance 10% Class Participation, Home Assignments and Reading 30% Business Game 25% Mid Term Exam 25% Final Exam

A = 93-100 %, A- = 90-92%, B+ = 87-89%, B = 83-86%, B- = 80-82%, C+ = 77-79%, C = 73-76%, C- = 70-72%, D = 60-69%, F = 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the designated date.

**10. ATTENDANCE – PARTICIPATION** Academic integrity and mutual respect between instructor and student are central to the FUA academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

On the **second absence**, the attendance and participation grade will be impacted. Please note that missing certain field learning activities may count for more than one absence.

On the **third absence**, the instructor may lower the final grade by one letter grade. (Example: Final grade average of 93% or A will become a B).

**The fourth absence constitutes automatic failure of the course. Students with excessive absences will be asked to withdraw with a W (if before the deadline) or leave the course with a WF.**

### **Late Arrival and Early Departure**

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance. **Travel (or delays due to travel) is NEVER an excuse for absence from class.** It is always the student's responsibility to know how many absences he or she has in a course. If in doubt, speak with your instructor!

### **Participation**

Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, responsible behaviour, cooperation during group work and in-class activities will be assessed. Participation, along with homework and reading, accounts for 15% of the final course grade.

## **11. EXAMS – PAPERS – PROJECTS**

### **Home Assignments**

Home assignments aim at documenting your knowledge and understanding on specific aspects relating to the course topic. After each lecture, a question may be posted on the course's blog page

(MyFUA) relating to the lecture. Students are expected to contribute a short, thoughtful response. Responses must be posted before the start of the next lecture (all posts are time stamped, late postings (after 9 am) will not be accepted). Be creative, in addition to your short text you can post pictures and videos if you'd like.

### **Reading and quizzes**

Reading of the text book is mandatory for successful completion of the course, further reading is highly recommended. Regular reading quizzes have been designed to ensure that you are completing the reading and engaging in active learning and critical thinking about course concepts outside of class. They are also designed to help you prepare for the final exam in manageable increments. Quizzes may be open-note, which means you may use your notes to assist you in taking the quiz. Notes must be originals (not photocopied) and in your own handwriting. Quizzes will NOT be open book.

### **Paper**

The instructor will provide you with specific information concerning the paper topic and paper length. Make sure your paper conforms to academic standards in terms of style and register. Your paper must include quotations and/or citations from scholarly books, journals, or articles. Your paper must be properly referenced and must include a bibliography. Include a word count at the end of the paper (you may go 10% above or below the word limit). Evaluation will be based on the following criteria: Pertinence & Coverage; Analysis & Understanding; Organization & Structure; Language & Accuracy; References & Bibliography.

### **Presentation**

The instructor will provide you with specific information concerning the presentation topic. Please, read the following information carefully:

#### **Structure**

- Title
- Introduction and research question
- Literature review and methodology (summary)
- Answer to the research question with supporting examples
- Conclusion and, if appropriate, suggestions for further research

#### **Guidelines**

You must support your presentation with carefully selected examples that illustrate, support, and extend your analysis. Make sure your presentation conforms to academic standards in terms of style and register. Your presentation must include citations from scholarly books, journals, and articles.

#### **Length of the presentation**

10 – 12 minutes (your presentation will be timed by your instructor and must not exceed 12 minutes)

Additional time provided for questions and answers (NB questions will be asked by both the instructor AND the participants)

Visual aid: Between 3 and 5 PowerPoint slides

#### **What you need to turn in after your presentation**

- The PowerPoint Presentation
- Any notes used at the time of delivering the presentation (notes must be in the form of bullet points and include key words and brief sentences, DO NOT read out entire paragraphs or your presentation will be marked down)

#### **Evaluation**

Your presentation will be assessed based on the following criteria:

- Presentation skills (delivery speed, eye contact, clarity, audibility, tone);
- Content (sets out relevant issues, explains key terms, confident with material, aids understanding);
- Structure (logical, easy to follow, provides headings, each section relates to overall purpose);
- Use of visual aids (uses handout or other visual aids, relevant to content);
- Response to questions (willing to answer questions, actively seeking questions).

## **Exams**

The Mid-term exam will take place on Lesson 7 whilst the Final Exam will take place on week 15.

Note, **the date and time of the exams cannot be changed for any reason**, so please organise your personal activities accordingly.

Format (for both exams): the exam is divided into three sections:

- ⋮ Part I: 10 Multiple choice questions. Each correct answer is worth 2 points, for a total of 20 points.
- Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.
- Part III: two essay questions; each correct and complete answer is worth 15 points (based on content, vocabulary, detail, etc.) for a total of 30 points.

## **Business game**

Team performance in the business game will be a factor that might affect grade, but will not be the only one. The quality of decision making, individual contribution to teamwork, the quality of presentation, and the individual contribution that may stand out, leadership and team playing skills as they emerge from the whole game will be the most important parameter.

**Remember that the date and time of the exams cannot be changed for any reason, so please organize your personal activities accordingly and consult the course calendar.**

## **12. LESSONS**

Lesson 1	
Meet	In class
Lecture	Course overview, assignments and expectations.  Lecture: What is strategy and why is it important? _____ Business game: Introduction to The Business Strategy Game _____
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> <li>- Demonstrate an understanding of the course content, objectives, assignments and expectations.</li> <li>- Learn what is meant by a company's strategy. Grasp and develop an awareness of the most basic strategic approaches for obtaining a sustainable competitive advantage.</li> <li>- Learn why it is important for a company to have a viable business model that outlines the company's customer value proposition and its profit formula</li> </ul>
Homework/	Case: Coach Inc in 2012, prepare for next lesson. Read the BSG Player's Guide

Assignments	
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Lesson 2	
Meet	
Lecture	<p>In class Case discussion: Coach Inc. (45 min)</p> <p>Lecture: Charting a Company's Direction: Vision and Mission, Objectives, and Strategy (45 min)</p> <p>Business game: Teams are composed. Each team of company co-managers will meet as a group to work on their strategy and decision for the first practice round.</p>
Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> <li>- Understand why it is critical for company managers to have a clear strategic vision of where a company needs to head and why.</li> <li>- Understand the importance of setting both strategic and financial objectives. Become aware of what a company must do to achieve operating excellence and to execute its strategy proficiently.</li> <li>- Become aware of the role and responsibility of a company's board of directors in overseeing the strategic management process</li> </ul>
Homework/Assignments	<p>Business Game: Company co-managers will need to meet outside of class to complete their decision-making for the first practice round. Deadline for completing decision entries for the first practice round is 11:59 p.m. the evening before the next class meeting.</p>
Reading	<p>Chapter 1-2, A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b>, 19th Edition, McGraw Hill, 2014</p>

Lesson 3	
Meet	In class Evaluating a Company's External Environment (1 hour) – The PESTEL
Lecture	<p>Model – Industry analysis and the Five Forces model – Strategic groups – Key Success Factors</p> <p>Business game: 45-min debriefing on the results of the first practice decision— instructor leads a class discussion of the information presented in the Footwear Industry Report and the Competitive Intelligence Reports showing first practice decision outcomes.</p> <p>Q &amp; A session regarding simulation mechanics and results of first BSG practice decision.</p> <p>Remainder of class period (45 min): Each team of company co-managers meets as a group to work on their strategy and decisions for the second practice round.</p>

Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> <li>- Understand which factors in a company's broad macro-environment may have strategic significance.</li> <li>- Master the basic concepts and analytical tools widely used to diagnose the competitive conditions in a company's industry.</li> <li>- Understand how to map the marketing positions of key groups of industry rivals, and how to use multiple frameworks to determine whether an industry's outlook presents sufficiently attractive opportunities for growth and profitability.</li> </ul>
Homework/ Assignments	Business game: Company co-managers will need to meet outside of class to complete their decision-making for the second practice round. Deadline for completing decision entries for the second practice round is 11:59 p.m. the evening before the next class meeting.
Reading	Chapter 3: A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b> , 19th Edition, McGraw Hill, 2014

Lesson 4	
Meet	In class
Lecture	<p>Evaluating a company's resources, capabilities, and competitiveness (75 min).</p> <p>Business game: 30-minute debriefing on the results of the second practice round — instructor leads a class discussion of the information presented in the Footwear Industry Report and the Competitive Intelligence Reports showing second practice round outcomes.</p> <p>Remainder of class period (45 min): Each team of company co-managers meets as a group to work on their strategy and decisions for BSG Year 11</p>
Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> <li>- Learn how to assess a company's strategic success.</li> <li>- Understand the centrality of a company's resources in its strategic approach and how to evaluate the potential for giving a company a competitive edge over its rivals.</li> <li>- Learn how to assess the company's strengths and weaknesses in light of market opportunities and external threats.</li> <li>- Grasp how a company's value chain activities can affect the company's cost structure and customer value proposition.</li> </ul>
Homework/ Assignments	Business game: each team of company co-managers meets as a group to work on their strategy and decisions for BSG Year 11 (the first scored or regular decision round).

Reading	Chapter 4: A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b> , 19th Edition, McGraw Hill, 2014  Case: Google Inc. in 2014
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Lesson 5	
Meet	In class Case discussion: Google Inc. in 2014 (45 min)
Lecture	Lecture: The Five Generic Competitive Strategies: Which One to Employ? (75 min) Business game: 30-min debriefing on the results of the Year 11 decision round—instructor leads a class discussion of the information presented in the Year 11 Footwear Industry Report and the Competitive Intelligence Reports showing Year 11 outcomes. Remainder of class period: Each team of company co-managers meets as a group to work on their strategy and decisions for Year 12. (45 min)
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> <li>- Understand what distinguishes each of the five generic strategies and why some of them work better in certain kinds of industry and competitive conditions than in other.</li> <li>- Gain command of the major avenues for achieving a competitive advantage based on lower costs.</li> <li>- Recognize the attributes of a best-cost provider strategy – a hybrid of low-cost provider and differentiation strategies.</li> </ul>
Homework/ Assignments	Case: prepare for next lesson. Business game: Company co-managers will generally need to meet outside of class to complete their decision-making for Year 12. Deadline for completing Year 12 BSG decision entries is 11:59 p.m. the evening before the next class meeting.
Reading	Chapter 5: A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b> , 19th Edition, McGraw Hill, 2014 Case: Apple Inc. in 2012: Can It Sustain Its Growth and Defend against New Competitive Threats?

Lesson 6	
Meet	In class



Lecture	<p>Case discussion: Apple Inc. (45 min) Lecture: Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations (75 min)</p> <p>Business game: Each team of company co-managers meets as a group to work on their strategy and decisions for Year 13. (30 min)</p>
Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> <li>- Learn whether and when to pursue offensive or defensive strategic moves to improve a company's market position.</li> <li>- Recognize when being a first mover or a fast follower or a late mover is most advantageous.</li> <li>- Become aware of the strategic benefits and risks of expanding the company's scope of operations via vertical integration.</li> <li>- Become aware of the conditions that favour dispersing certain value chain activities to outside parties.</li> <li>- Understand when and how strategic alliances can substitute for horizontal mergers and acquisitions or vertical integration, and how they can facilitate outsourcing.</li> </ul>
Homework/ Assignments	<p>Business game: Company co-managers will generally need to meet outside of class to complete their decision-making for Year 13 and to complete online Quiz 2. Deadline for completing both Year 13 BSG decision entries and online Quiz is 11:59 p.m. the evening before the next class meeting.</p>
Reading	<p>Chapter 6: A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b>, 19th Edition, McGraw Hill, 2014</p> <p>Review all reading assigned so far in view of the mid-term exam.</p>

Lesson 7	
Meet	In class
Lecture	<p>Mid-term exam</p> <p>Company co-managers meet in Leonardo Lab to work on their strategy and decisions for Year 14. (30-45 min)</p> <p>Deadline for completing Year 14 BSG decision entries is 11:59 p.m. the evening before the class 9 meeting.</p>

Lesson 8	
Meet	In class
Lecture	Academic break

Lesson 9	
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Meet	In class Lecture: Innovation and entrepreneurship (1h15)
Lecture	Business game: Company co-managers meet in Leonardo Lab to work on preparing a 3-Year Strategic Plan for Years 15-16-17.
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> <li>- Explain how innovation can drive competition.</li> <li>- Scan and analyze the 4 Is of the Innovation process.</li> <li>- Relate innovation with the product life cycle and understand what happens at each stage of the cycle. Typologies of innovation. Open innovation vs. Closed innovation.</li> </ul>
Homework/ Assignments	Case: prepare for next lesson. Business game: Company co- managers will need to meet outside of class to complete the 3-year strategic plan and their strategy/decisions for Year 15. Deadline for completing both Year 15 BSG decision entries and the strategic plan for Years 15-16-17 is 11:59 p.m. the evening before the next class meeting.
Reading	Slides

Lesson 10	
Meet	In class
Lecture	Case discussion: Tesla Motor (45 min)  Lecture: Corporate Strategy: Diversification and the Multi-Business Company (75 min)  Business game: Company co-managers meet in Leonardo Lab to work on their strategy and decisions for Year 16 and Year 17 (30 min)
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> <li>- Understand when and how business diversification can enhance shareholder value.</li> <li>- Learn how related diversification strategies can produce cross-business strategic fit capable of delivering competitive advantage.</li> <li>- Gain command of the analytical tools for evaluating a company's diversification strategy.</li> </ul>
Homework/ Assignments	Case: prepare for next lesson. Deadline for completing Year 16-17 BSG decision entries is 11:59 p.m. the evening before Lesson 11.
Reading	Chapter 8: A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b> , 19th Edition, McGraw Hill, 2014 Case: Tesla Motor

Lesson 11	
Meet	In class
Lecture	Case discussion: Walt Disney Company (45 min) Lecture: Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy (75 min) Business game: Company co-managers meet in Leonardo Lab to work on their strategy and decisions for Year 18 (30 min)
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> <li>- Understand how the standards of ethical behavior in business are no different from the ethical standards and norms of the larger society and culture in which a company operates.</li> <li>- Recognize conditions that can give rise to unethical business strategies and behavior.</li> <li>- Understand the cost of business ethics failure. Learn the concepts of corporate social responsibility (CSR) and environmental sustainability and how companies balance these duties with economic responsibilities with shareholders.</li> </ul>
Homework/ Assignments	Case: prepare for next lesson. Deadline for completing Year 18 BSG decision entries is 11:59 p.m. the evening before Lesson 12.
Reading	Chapter 9: A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b> , 19th Edition, McGraw Hill, 2014 Case: The Walt Disney Company: Its Diversification Strategy in 2012

Lesson 12	
Meet	In class
Lecture	Lecture: Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure (75 min) Business game: Company co-managers meet in Leonardo Lab to work on their strategy and decisions for Year 19 (30 min) By the end of this class students will be able to:
Objectives	<ul style="list-style-type: none"> <li>- Learn what managers must do to execute strategy successfully. Learn why hiring, training and retaining the right people constitutes a key component of the strategy execution process.</li> <li>- Understand that good strategy execution requires continuously building and upgrading the organization's resources and capabilities. Recognize what issues to consider in establishing a strategy-supportive organizational structure and organizing the work effort.</li> <li>- Become aware of the pros and cons of centralized and decentralized decision making in implementing the chosen strategy.</li> </ul>
Homework/ Assignments	Case: prepare for next lesson. Deadline for completing Year 19 BSG decision entries is 11:59 p.m. the evening before Lesson 13.

Reading	Chapter 10: A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b> , 19th Edition, McGraw Hill, 2014 Case: Starbucks in 2012: Evolving into a Dynamic Global Organization

Lesson 13	
Meet	In class
Lecture	Lecture: Managing Internal Operations: Actions That Promote Good Strategy Execution(75 min) Business game: Company co-managers meet in Leonardo Lab to work on their strategy and decisions for Year 20 (30 min)
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> <li>- Learn why resource allocation should always be based on strategic priorities. Understand how well-designed policies and procedures can facilitate good strategy execution.</li> <li>- Learn how best practices and process management tools drive continuous improvement in the performance of value chain activities and promote superior strategy execution.</li> <li>- Recognize the role of information and operating systems in enabling company personnel to carry out their strategic roles proficiently.</li> <li>- Comprehend how and why the use of well-designed incentives and rewards can be a management's single most powerful tool for promoting adept strategy execution.</li> </ul>
Homework/ Assignments	Deadline for completing Year 20 BSG decision entries is 11:59 p.m. two evenings before Lesson 14 (having the deadline 1-day earlier will give class members more time to prepare the PowerPoint slides for their company presentations).
Reading	Chapter 11: A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b> , 19th Edition, McGraw Hill, 2014

Lesson 14	
Meet	In class Lecture: Corporate Culture and Leadership: Keys to Good Strategy
Lecture	Execution (1h) Business game: End-of simulation BSG company presentations. All BSG company co-managers should have completed the peer evaluations by the beginning of the class. (1h30)

Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> <li>- Identify the key features of a company's corporate culture and appreciate the role of a company's core values and ethical standards in building corporate culture.</li> <li>- Understand how and why a company's culture can aid the drive for proficient strategy execution.</li> <li>- Learn the kinds of actions management can take to change a problem corporate culture.</li> <li>- Understand what constitutes effective managerial leadership in achieving superior strategy execution.</li> </ul>
Homework/ Assignments	Prepare for final exam
Reading	<p>Chapter 12: A.A. Thompson - M.A. Peteraf - J.E. Gamble – A.J. Strickland III, <b><i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i></b>, 19th Edition, McGraw Hill, 2014</p> <p>Review all reading assigned so far in view of the final exam.</p>

Lesson 15	
Meet	In class
Lecture	Final exam