



WPC 470
Strategic Management Capstone
Spring 2019, Session B
SLN 24327 ASU Online; SLN 24328 iCourse

Instructor: James Moore, J.D., Ph.D.

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Office hours [Tempe Campus] BA 323-O; 11:00-12:00 Tuesdays, and by appointment

Office hours [Polytechnic Campus] Santan 320M, 3:00-4:00 Mondays, and by appointment

Office hours [ASU West Campus] FAB S 351, by appointment only

Course Overview: Strategic management takes the view of the CEO or general manager and addresses the question of why some firms outperform others. Firm performance therefore lies at the core of strategic management as firms use their resources and adapt to their environments to help them win against rivals in the marketplace. To help understand what it takes for firms to succeed in today's marketplace, you will over the course of this semester learn how to assess the firm's internal and external situation, appreciate the elements of a successful strategy, and understand the challenges of implementing such strategies under conditions of uncertainty.

Course Objectives and W.P. Carey Learning Goals

Strategic Management: My goal with this course is that you will:	
1	Develop an understanding of the central concepts in strategy
2	Develop an understanding of what a successful strategy looks like
3	Gain experience in assessing, choosing, and implementing strategies under conditions of imperfect information
4	Develop your ability to think critically and communicate your ideas

This course includes *all five* of the **W.P. Carey Learning Goals**

Critical Thinking

Communication

Discipline Specific Knowledge

Ethical Awareness and Reasoning

Global Awareness

Teaching Approach

This course will combine lectures, discussions, cases, an experiential team exercise, and a written paper. There will be an emphasis on cooperative learning [team project, discussion board posts]. Therefore, your active class participation will be an essential part of the learning experience, and it's extremely important that you will have studied the assigned material **PRIOR** to your class participation and to use such knowledge to help lead class discussions and to help your team project.

Teamwork is integral to your learning experience. You will be assigned to a permanent team at the beginning of the semester.

Required Texts and Materials

- *Strategic Management, 4th Edition*, by Frank T. Rothaermel (McGraw-Hill).
We will be using McGraw-Hill Connect for the 4th edition of the textbook.
- The Business Strategy Game (BS) www.bsg-online.com

Course Assignments & Points

Assignment Type	Points
<i>Individual Assignments & Participation</i>	
BSG Quiz	50
BSG Quiz	50
BSG Lessons Learned paper	50
End of Week Chapter Quizzes (12 @ 20 pts.)	240
Weekly Discussion Board (7x2 @ 5 pts.)	70
Business Analysis Paper #1	50
Business Analysis Paper #2	50
Business Analysis Paper #3	50
Business Analysis Paper #4	50
Business Analysis Paper #5	100
Final Exam	90
<i>Team based assignments</i>	
BSG Performance	150
TOTAL	1,000

□ Team Based Assignments (150 points)

The Business Strategy Game (150 points)

You will be placed into teams of around 4 for the Business Strategy Game (BSG). BSG is a simulation of the international athletic shoe industry and your team will be responsible for making a series of business decisions on a weekly basis (that translates into years in the industry) that will utilize an understanding of the interplay between marketing, finance, logistics, management... The game is very realistic. We will do two practice rounds and then the game will reset for 8 rounds of competition between the other firms (teams) within the industry (class). Every week your team will be scored using several performance measures (e.g., stock price, ROI...). An overall composite score at the end of the game will determine your relative score (everyone on the team earns the same score, however, poor peer evaluations may lower your individual score).

□ Individual Assignments (850 points)

The Business Strategy Game Quiz 1 (50 points)

The Business Strategy Game Quiz 2 (50 points)

BSG Quiz 1: After you register for the BSG, and before the first practice round of team decisions, you need to take the BSG Quiz. The BSG Quiz will test you on the material within the BSG Player's Guide (The Player's Guide is posted on Blackboard and available through the BSG website once you register). The purpose of the quiz is to ensure that you have read the manual and that you are generally familiar with the game before starting. The quiz is open book, 20 multiple choice questions, 45 minutes allowed.

BSG Quiz 2: BSG Quiz 2 is scheduled midway through the BSG experience. Quiz 2 is also an open-book, 20-question, multiple choice quiz. The questions will be somewhat more technical / operational in nature, 75 minutes allowed.

The Business Strategy Game Lessons Learned reflection paper (50 points)

At the end of the BSG experience every student will write an individual reflection paper on the lessons learned in the BSG. Further instructions and a template are posted on Canvas.

Chapter Quizzes (12 chapters @ 20 points = 240 points)

We will cover approximately two chapters from the text book each week. At the end of the week (Friday) there will be a multiple choice Chapter Quiz. You will take the quizzes (about 20 questions) through McGraw-Hill Connect. The chapter quizzes are open book and open notes.

Final Exam (90 points)

The Final Exam will require you to apply course concepts to yourself and your career.

Discussion Board Postings (7 weeks x 2 Questions @ 5 points = 70 points)

Most every week there will be two different Discussion Board threads. These two questions will require you to analyze real businesses in light of course concepts. For each question you will need to post an initial comment no later than Wednesday (midnight) for the week, and a response to one of your peers' comments for each thread by Friday (midnight) of the week (obviously, you could do these earlier).

Your initial responses to discussion questions:

- Should use no more than 200 words
- Use ideas and examples from the week's reading, and
- Include your original thought – no copying from others' work.

Your reply/response to your classmates:

- Should be no more than 150 words
- Should not be simply "I agree!" and
- If you agree or disagree, state why, and offer examples.

Business Analysis Paper Parts 1, 2, 3, 4 & 5 (50+50+50+50+100 = 300 points)

Students will apply the material from throughout the semester in analyzing a firm from a list that I have provided (see Appendix A). During each of the first four papers you will describe/analyze a firm in light of the chapter readings for that week. The fifth paper is a unified whole of the first four papers where you have taken the feedback given, an additional insights made through subsequent weeks to deliver a more polished whole.

Grading

Final grades will be assigned based on the following scale:

Grade	Point Range	
	Low	High
A+	970	1000
A	930	970
A-	900	930
B+	870	900
B	830	870
B-	800	830
C+	770	800
C	700	770
D	600	699
E	0	599

Class Policies

ACADEMIC INTEGRITY:

Faculty members of the W. P. Carey School of Business follow the guidelines in the Student Academic Integrity Policy on academic dishonesty. <https://provost.asu.edu/academicintegrity>

Especially note that plagiarism or other academic dishonesty (i.e., cheating) will result in a failing grade for the assignment and possibly for the course, and referral to the appropriate academic standards bodies on campus. Plagiarism is the use of material from someone else's written work without acknowledging the source. This includes turning in papers written by someone else or copying passages verbatim from someone else's work without properly citing it. Understand that plagiarism can include copying or using material from web sites and materials written by other students, as well as copying or using material from books, newspapers, or journal articles without proper citation. A full statement of ASU policies and resources for these issues are provided via external links in the Course Information section of the course site. You are responsible for the information contained therein. A useful web site that defines different aspects of plagiarism is:

<http://ori.hhs.gov/avoiding-plagiarism-self-plagiarism-and-other-questionable-writing-practices-guide-ethical-writing>.

Also see the link: <http://provost.asu.edu/academicintegrity>, which will take you to the web page on academic integrity at the university level. It contains more detailed definitions, processes, sanctions and possible outcomes. The bottom line is that the W. P. Carey School takes academic integrity very seriously. Therefore, unless otherwise specified, it is imperative that you do your own work. Any suspected violations of academic integrity will be taken seriously and result in the following sanctions:

- A minimum of zero on the assignment/quiz/exam, OR
- A reduced grade in the course, OR
- A failure in the course, OR
- An XE which denotes failure due to academic dishonesty on the transcript, OR

- Removal from the W. P. Carey School of Business.

W.P. CAREY HONOR CODE:

<https://students.wpcarey.asu.edu/resources/honor-code>

SPECIAL NEEDS AND ACCOMMODATIONS:

The Disability Resource Center (DRC) provides information and services to students with any documented disability who are attending ASU. Individualized program strategies and recommendations are available for each student, as well as current information regarding community resources. Students also may have access to specialized equipment and supportive services. The DRC should contact the instructor for accommodations that are necessary for course completion. Students need to talk with DRC to arrange for accommodations in a timely manner. I have neither the training nor the expertise to do what DRC does, so I will follow their recommendations – you need to deal with DRC first. For further information on this subject please refer to:

<http://www.asu.edu/studentaffairs/ed/drc/>

Accommodations will be made for students with religious holidays related to their sincerely held religious belief. Below is the calendar of official religious holidays. Each holiday noted with two asterisks denotes an observance for which work is not allowed. For these holidays, students will not be penalized in any way for missing class or assignment. This means that this will not count as an absence in class and they will be granted a makeup assignment or exam, etc. A key aspect to requesting accommodations is notifying the instructor at the beginning of the semester. <https://provost.asu.edu/index.php?q=religious-holiday-calendar>

Tutoring Support

Please note that the W. P. Carey School of Business provides free tutoring in BA 201 for a number of undergraduate business classes. Assistance with writing is also provided. If you are seeking assistance you may ask about WPC 480 which covers the same material as WPC 470.

More information regarding courses offered and hours are available here:

<https://tutoring.asu.edu/student-services/tutoring/tempe-campus>

In addition to the W. P. Carey Student Success Center, Arizona State University provides writing assistance through multiple platforms. More information can be found here:

<https://tutoring.asu.edu/>

MISSED ASSIGNMENTS & EXCUSED ABSENCES

Since most all assignments are open for lengthy periods of times (i.e., weeks, even months) there will be no allowance for missed/late assignments. If you wait until the last hour to turn in an assignment and you have technical problems then that is the risk you chose to hazard by waiting until the last hour. The Midterm Exam and the Final Exam are the only graded parts of the class that occur during a shorter period of time and for that we follow

the Provost's Policy on the scheduling of final exams. <https://students.asu.edu/final-exam-schedule>

Excused absences will be given for absences related to university sanctioned events or activities that are in accord with ACD 304-02, "Missed classes due to university-sanctioned activities" in the Academic Affairs Manual. It is incumbent upon the student seeking an excused absence to clear this with the instructor as early as possible.

<http://www.asu.edu/aad/manuals/acd/acd304-02.html>

Accommodations will be made for students with religious holidays and observations related to their sincerely held religious belief. <http://www.asu.edu/aad/manuals/acd/acd304-04.html> Students will not be penalized in any way for missing a class or assignment due to religious observation. This means that this will not count as an absence in class and they will be granted a makeup assignment or exam, etc. All requests for accommodation must be submitted within a reasonable period of time. The week before is not reasonable period of time.

THREATENING BEHAVIOR:

Threatening behavior is taken very seriously in the school and in this class. For a statement/policy regarding threatening behavior, see the Student Services Manual SSM 104-2 "Handling Disruptive, Threatening, or Violent Individuals on Campus", <http://www.asu.edu/aad/manuals/ssm/ssm104-02.html>

Title IX:

Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, you can find information and resources at <https://sexualviolenceprevention.asu.edu/faqs>.

As a mandated reporter, I am obligated to report any information I become aware of regarding alleged acts of sexual discrimination, including sexual violence and dating violence. ASU Counseling Services, <https://eoss.asu.edu/counseling>, is available if you wish to discuss any concerns confidentially and privately.

ASU'S ACADEMIC CALENDAR

As students at Arizona State University you should be familiar and conversant with ASU's Academic Calendar: <https://students.asu.edu/academic-calendar>

Special dates of note for this spring's semester

Sunday March 12, 2019

Last day for unrestricted drop/add

Sunday March 29, 2019

Course Withdrawal Deadline

Friday April 26, 2019

Complete Withdrawal Deadline

Class Schedule Spring B 2019

Week 00	Take care of most of these things before Canvas goes live, Friday March 8
	Things to do <input type="checkbox"/> Register and pay for BSG (use team registration numbers I emailed) <input type="checkbox"/> Contact my BSG Team (use the email addresses from your team email) <input type="checkbox"/> Link McGraw-Hill Connect (text book) with Canvas (need Canvas live to establish single sign on link) <input type="checkbox"/> Read Syllabus and Class Schedule
Week 01	Saturday March 9 – Friday March 15
	<input type="checkbox"/> Read Chapter 1 – What is Strategy? <input type="checkbox"/> Read/View class links for Chapter 1 <input type="checkbox"/> Read Chapter 5 - Performance <input type="checkbox"/> Read/View class links for Chapter 5 <input type="checkbox"/> BSG Quiz 1 , Wednesday March 13 <input type="checkbox"/> Discussion Board first postings , Wednesday March 13 <input type="checkbox"/> Business Analysis Paper #1 , Thursday March 14 <input type="checkbox"/> Discussion Board second postings , Friday March 15 <input type="checkbox"/> McGraw-Hill Quiz Chapter 1 . Friday March 15 <input type="checkbox"/> McGraw-Hill Quiz Chapter 5 , Friday March 15
Week 02	Saturday March 16 – Friday March 22
	<input type="checkbox"/> Read Chapter 3 – External Analysis <input type="checkbox"/> Read/View class links for Chapter 3 <input type="checkbox"/> BSG Practice Decisions for Year 11 , Sunday March 17 <input type="checkbox"/> Discussion Board first postings , Wednesday March 20 <input type="checkbox"/> BSG Practice Decisions for Year 12 , Wednesday March 20 <input type="checkbox"/> Business Analysis Paper #2 , Thursday March 21 <input type="checkbox"/> Discussion Board second postings , Friday March 22 <input type="checkbox"/> McGraw-Hill Quiz Chapter 3 . Friday March 22
Week 03	Saturday March 23 – Friday March 29
	<input type="checkbox"/> Read Chapter 4 – Internal Analysis <input type="checkbox"/> Read/View class links for Chapter 4 <input type="checkbox"/> BSG Decisions for Year 11 , Sunday March 24 <input type="checkbox"/> Discussion Board first postings , Wednesday March 27 <input type="checkbox"/> BSG Decisions for Year 12 , Wednesday March 27 <input type="checkbox"/> Discussion Board second postings , Friday March 29 <input type="checkbox"/> McGraw-Hill Quiz Chapter 4 . Friday March 29
Week 04	Saturday March 30 – Friday April 5

	<input type="checkbox"/> Read Chapter 2 – Strategic Leadership <input type="checkbox"/> Read/View class links for Chapter 2 <input type="checkbox"/> Read Chapter 6 – Business-Strategy Part 1 <input type="checkbox"/> Read/View class links for Chapter 6 <input type="checkbox"/> BSG Mid-game Peer Evaluations , Saturday April 6 <input type="checkbox"/> BSG Decisions for Year 13 , Sunday March 31 <input type="checkbox"/> Discussion Board first postings , Wednesday April 3 <input type="checkbox"/> BSG Quiz 2 , Wednesday April 3 <input type="checkbox"/> BSG Decisions for Year 14 , Wednesday April 3 <input type="checkbox"/> Business Analysis Paper #3 , Thursday April 4 <input type="checkbox"/> Discussion Board second postings , Friday April 5 <input type="checkbox"/> McGraw-Hill Quiz Chapter 2 . Friday April 5 <input type="checkbox"/> McGraw-Hill Quiz Chapter 6 . Friday April 5
Week 05	Saturday April 6 – Friday April 12
	<input type="checkbox"/> BSG Mid-game Peer Evaluations , Saturday April 6 <input type="checkbox"/> Read Chapter 7 – Business-Strategy Part 2 <input type="checkbox"/> Read/View class links for Chapter 7 <input type="checkbox"/> Read Chapter 8 – Corporate-Strategy Part 1 <input type="checkbox"/> Read/View class links for Chapter 8 <input type="checkbox"/> BSG Decisions for Year 15 , Sunday April 7 <input type="checkbox"/> Discussion Board first postings , Wednesday April 10 <input type="checkbox"/> BSG Decisions for Year 16 , Wednesday April 10 <input type="checkbox"/> Business Analysis Paper #4 , Thursday April 11 <input type="checkbox"/> Discussion Board second postings , Friday April 12 <input type="checkbox"/> McGraw-Hill Quiz Chapter 7 . Friday April 12 <input type="checkbox"/> McGraw-Hill Quiz Chapter 8 . Friday April 12
Week 06	Saturday April 13 – Friday April 19
	<input type="checkbox"/> Read Chapter 9 – Corporate-Strategy Part 2 <input type="checkbox"/> Read/View class links for Chapter 9 <input type="checkbox"/> Read Chapter 10 – Global Strategy Part 1 <input type="checkbox"/> Read/View class links for Chapter 10 <input type="checkbox"/> BSG Decisions for Year 17 , Sunday April 14 <input type="checkbox"/> Discussion Board first postings , Wednesday April 17 <input type="checkbox"/> BSG Decisions for Year 18 , Wednesday April 17 <input type="checkbox"/> Discussion Board second postings , Friday April 19 <input type="checkbox"/> McGraw-Hill Quiz Chapter 9 . Friday April 19 <input type="checkbox"/> McGraw-Hill Quiz Chapter 10 . Friday April 19
Week 07	Saturday April 20 – Friday April 26
	<input type="checkbox"/> Read Chapter 11 – Structure, Culture & Control <input type="checkbox"/> Read/View class links for Chapter 11 <input type="checkbox"/> Read Chapter 12 – Governance & Ethics <input type="checkbox"/> Read/View class links for Chapter 12

	<input type="checkbox"/> BSG Post-game Peer Evaluations , Saturday April 20 <input type="checkbox"/> Discussion Board first postings , Wednesday April 24 <input type="checkbox"/> BSG Lessons Learned paper , Wednesday April 24 <input type="checkbox"/> Business Analysis Paper #5 , Thursday April 25 <input type="checkbox"/> Discussion Board second postings , Friday April 26 <input type="checkbox"/> McGraw-Hill Quiz Chapter 11 , Friday April 26 <input type="checkbox"/> McGraw-Hill Quiz Chapter 12 , Friday April 26 <input type="checkbox"/> Final Exam , Friday April 26
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The above outline represents a tentative schedule. The instructor reserves the right to make modifications to this syllabus. This may happen in response to either changes in the student or the instructor's schedule. Although these changes are not expected, if they occur, you will be notified as soon as possible. <http://www.asu.edu/aad/manuals/acd/acd304-10.html>

Syllabus Version-C, Last Revised March 4, 2019

Appendix A

Business Analysis Papers

Description

For the Business Analysis Paper you will choose one firm from the list at the end of this section and you will use class concepts to describe and analyze that particular business. For example, in chapter 1 we will cover (among other things) mission and vision statements. The first Business Analysis Paper will address your chosen business' mission and vision (among other things). Chapters 2 and 3 of the text will examine leadership and the environment. Likewise, in the the second Business Analysis Paper you will examine leadership and environmental issues for your chosen firm. As you advance through the text each subsequent Business Analysis paper will focus on a different aspect of the business – each paper builds upon and extends from the prior paper.

However, Part 5 of your Business Analysis Paper will go beyond focusing on just one aspect of your chosen firm. For the fifth and final part you will rewrite the previous four parts presenting your analysis as a coherent whole..

Because feedback on parts 1, 2, 3 & 4 of your paper is so important for the part 5 paper I require that you submit your papers in the DOCX format (e.g., Microsoft Word). Blackboard's Safe Assign will accept PDF files, but it will not allow me to give you comments in the body of your text. In a similar manner if you are using the Pages word processing program on a Macintosh Blackboard's Safe Assign will not be able to immediately process your paper and I will have great difficulty in opening it (you can readily save a Macintosh Pages word processing document as a DOCX document). If you fail to save and submit in the proper format this will result in: 1) a 20% penalty; 2) a delay in grading; and 3) no feedback other than a simple number score.

Due Dates

Business Analysis Paper #1 (Chapter 1)	Thursday, March 14
Business Analysis Paper #2 (Chapters 2 & 3)	Thursday, March 21
Business Analysis Paper #3 (Chapters 4 & 5)	Thursday, April 4
Business Analysis Paper #4 (Chapter 6)	Thursday, April 11
Business Analysis Paper #5 (Chapter 1-6)	Thursday, April 25

Business Analysis Paper #1 (50 points)

(Chapter 1, due Thursday, March 14)

For this paper, complete or answer the following:

1. Provide a brief history of the company.
2. List the top management of the firm and note what experience and leadership skills the executives bring to the firm. If it is a larger conglomerate, list both the corporate and business managers.
3. What is the principal business model of the firm? (How does the firm make most of its profits?)
4. Search for a vision, mission statement, and statement of values for your chosen firm. Note that not all organizations publish these statements, so you may need to make inferences from the available information. Relevant information is often available at the firm's website (though it may take some searching) or is contained in its annual reports.

You may also interview a manager of the firm or contact investor relations. You may also be able to compare the official statement with the business press coverage of the firm.

For **Business Analysis Paper #1** you must use, and properly cite, at least three references in your paper (more is obviously better). At least one of these references should come from the company web site, and at least one of the other references should come from a *Wall Street Journal* article (see notes / video on how to properly access / search / cite *Wall Street Journal* articles through the ASU Library system).

Business Analysis Paper #2 (50 points)

(Chapters 2 & 3, due Thursday March 21)

An effective *strategic management process* lays the foundation for sustainable competitive advantage. Strategic leaders design a process to formulate and implement strategy. Consider your chosen firm and how its leaders formulate and implement strategy to sustain a competitive advantage.

1. Identify the major goals of the company. What are its short-term versus long-term goals? What resources must the firm acquire to achieve its long-term goals?
2. Trace any changes in strategy that you can identify over time. Try to determine whether the strategic changes of your selected firm are a result of intended strategies, emergent strategies, or some combination of both.

Firms rely on a set of frameworks to analyze their *external environment*—that is, the industry in which they operate, and the competitive forces that surround them from the outside. Study the external environment of the firm you have selected for this project and how that environment might be affecting that firm's quest for competitive advantage.

3. Are any changes taking place in the macro-environment that might have a positive or negative impact on the industry in which your company is based? Apply the PESTEL framework to identify which factors may be the most important in your industry. What will be the effect on your industry?
4. Apply the five forces model to your industry. What does this model tell you about the nature of competition in the industry?
5. Identify any strategic groups that might exist in the industry. How does the intensity of competition differ across the strategic groups you have identified?
6. How dynamic is the industry in which your company is based? Is there evidence that industry structure is reshaping competition or has done so in the recent past?

Business Analysis Paper #3 (50 points)

(Chapters 4 & 5, due Thursday April 4)

Internal analysis helps companies understand why differences in firm performance exist even within the *same* industry. Companies that compete in the *same* industry face similar external opportunities and threats; therefore, any observable performance difference must be found *inside the firm*. In this section you will study the internal resources, capabilities, core competencies, and value chain of the firm you have selected for this project.

1. A good place to start with an internal firm analysis is to catalog the assets a firm has. List the firm's tangible assets. Then make a separate list of its intangible assets.
2. Now extend beyond the asset base and use the VRIO framework to identify the competitive position held by your firm. Which, if any, of these resources are helpful in sustaining the firm's competitive advantage?
3. Identify the core competencies that are at the heart of the firm's competitive advantage. (Remember, a firm will have only one, or at most a few, core competencies, by definition.)
4. Perform a SWOT analysis for your firm. Remember that strengths and weaknesses (S, W) are internal to the firm, and opportunities and threats (O, T) are external. Prioritize the strategic actions that you would recommend to your firm. Refer to the *Implications for Strategic Leaders* section on how to conduct a SWOT analysis and provide recommendations building from strategic alternatives.

Competitive advantage leads to superior firm performance. To explain differences in firm performance and to derive strategic implications—including new strategic initiatives—firms must understand how to measure and assess competitive advantage. In this section you will explore how your company applies different frameworks to measure its performance.

5. Based on information in the annual reports or published on the firm's website, summarize what the firm views as the reasons for its successes (either past or expected in the future). Search for both quantitative and qualitative success factors provided in the report.
6. Does the firm seem most focused on accounting profitability, shareholder value creation, or economic value creation? Give quotes or information from these sources to support your view.
7. Many firms are now including annual corporate social responsibility (CSR) reports on their websites. See whether your firm does so. If it does not, are there other indications of a triple-bottom-line approach, including social and ecological elements, in the firm's strategies?

Business Analysis Paper #4 (50 points)

(Chapter 6, due Thursday April 11)

In this paper, we will look at the business model your selected company uses and analyze its business-level strategy to see if it is appropriate for the strategic position. If your firm is a large multi-business entity, you will need to choose one of the major businesses (strategic business unit, or SBU) of the firm for this analysis. In prior chapters, you collected information about this firm's external environment and some of its internal competitive advantages. Using this information and any other you have gathered, address the following questions.

1. Does your selected business have differentiated products or services? If so, what is the basis for this differentiation from the competition?
2. Does your firm have a cost-leadership position in this business? If so, can you identify which cost drivers it uses effectively to hold this position?
3. What is your firm's approach to the market? If it segments the market, identify the scope of competition it is using.

4. Using the answers to the preceding questions, identify which generic business strategies your firm is employing. Is the firm leveraging the appropriate value and cost drivers for the business strategy you identified? Explain why or why not.
5. As noted in the chapter, each business strategy is context-dependent. What do you see as positives and negatives with the selected business strategy of your firm in its competitive situation?
6. What suggestions do you have to improve the firm's business strategy and strategic position?
7. Create a strategy canvas for your firm. Set on the horizontal axis an appropriate selection of the value curve items and on the vertical axis, set the other industry

Business Analysis Paper #5 (100 points)

(Chapters 1-6, due Thursday, April 25)

Revise and Resubmit a combined paper containing all of the analyses from the prior four papers.

Choose one firm from this list for your series of Business Analysis Papers. I would strongly recommend that your review what the different parts of this paper involve before choosing a firm and committing yourself to that firm for the term of the class. If you wish to choose a firm not on this list you need to clear this with me first and indicate five data sources that you plan to use for any firm not on this list. Some of these firms are privately held, or based outside of the United States and this may affect your ability to find data on them.

Firms	Industry
Chase Bank Wells Fargo Bank of America	Banking
Ryanair Qatar Airways Alaska Airlines	Airline
Patagonia Levi Strauss & Co. Lululemon Athletica	Clothing
Manchester United Callaway Golf Company WWE World Wrestling Entertainment	Sports & Entertainment
Albertsons Bashas Kroger	Food / Groceries
Southern California Edison Pinnacle West - APS Hawaiian Electric Industries	Utility

Marriott International Wyndham Hotel Group Airbnb, Inc.	Hospitality
John Deere Caterpillar Inc. Winnebago Industries	Transportation & Heavy Equipment