**Executive MBA Program**

**Theme 8 LA 29**

**Competitive Strategy in Theme 8**

In theme 4, we began with a basic overview of strategy, and introduced industry mapping and structural analysis. In particular, we focused on Porter’s 5 Forces which, when it was first introduced in 1980, revolutionized the practice of strategic analysis. By now, after your discussion of global strategy with Nandini in theme 6, you have seen that strategic thinking is a continuous and additive learning process. It is not about any one particular framework; instead, it is about thinking in ways that lead to deeper insight and more effective action after considering a wide range of interconnected issues. As a result, it is a subject that you never stop learning. Accordingly, in theme 8, we will review some of the frameworks you already know and add some new frameworks applied in different settings so you can practice and develop an intuitive understanding of competitive advantage, competitor dynamics, corporate scope, and renewal.

**Finance in Theme 8**

In the finance portion of theme 8 we will cover the topics listed below. Two of the major topics draw heavily on what you learned in themes 2 and 3. In some sense, they are a repeat of topics covered in those themes. But the emphasis here will be on implementing the theories you learned about during the earlier themes, particularly by constructing spreadsheets that use those theories. In the process we will confront the various pitfalls involved in applying the theories. (Don’t worry – you don’t have to construct these spreadsheets from scratch – I will provide them to you.) We will also cover some new topics, especially derivatives (options) and we will focus in the latter part of the theme on what is often called entrepreneurial finance. Finally, we will spend a little time on current events and assess the benefits and costs of the explosion of innovation in financial markets in recent years. Here is an outline of the topics (roughly) in the order they will be covered in class:

* Valuation Framework
	+ DCF valuation: explicit forecast and perpetuity
	+ Entity approach to valuing levered companies
* Financial Strategy in M&A
	+ Sources of value
	+ Case study: Gulf Oil
	+ Levering up and going private
	+ Case study: HCA
* Derivatives and risk management
	+ Basics of derivatives
	+ Option pricing and the Black-Scholes model
	+ Binomial pricing
	+ Swaps
* Raising capital
	+ Preferred and convertible securities
	+ Case study: Trendsetter
	+ Mezzanine financing (short case study)
	+ Deal process: guest speaker
* Globalization and prosperity: What next?

There is a finance text that accompanies Theme 8, in addition to the RWJJ used in themes 2 and 3. This is *Valuation: Measuring and Managing the Value of Companies*, Tim Koller, Mark Goedhard, and David Wessels from McKinsey and Co. (KGW), 5th (university) edition. This book is quite detailed and comprehensive. It is a big task to read and absorb all of this book. We will use this book as background reading and it will provide a reference if you want to dig deeper into any particular topic. The main readings for class sessions will be cases, teaching notes, and a few chapters from RWJJ. But I will also indicate chapters in KGW that fit with the class sessions if you want more background or want to dig a little deeper.

**Grading**

The primary deliverable in this theme is the project. That counts for 50% of your grade. This is described in detail in a separate memo. The other 50% is divided equally between deliverables for Bhambri and Campbell. In Strategy, there will be three in-class quizzes to cover concepts – the quizzes will account for 5% of the grade. In addition, we will have a group case analysis that will account for an additional 5% of your grade. The balance of 15% will be based on a take home case exam at the end of the theme that can be done individually or with one other person. In Finance there will be two quizzes. These will be given at the beginning of class on the third and fourth weeks of the theme. These two quizzes will comprise 25% of your theme grade.

**Executive MBA Program**

**Friday, November 14, 2014**

 **8:50 a.m. - 12:10 p.m. Professor: Bhambri**

**Competitive Dynamics**

We begin Theme 8 with a classic competitive battle between The Holland Sweetener Company and Nutrasweet. It is an opportunity to study a game in business that occurs at multiple levels, including the surface game of tactics and the underlying game of value. Moreover, the dynamics are played out in the context of patent expiration, making the issues timeless in their relevance. For example, you will see parallels with big pharma and generics manufacturers. We will also extend our discussion of competitive dynamics to consider current cases, e.g., Uber vs Lyft, etc.

**Assignment:**

Case: Bitter Competition: The Holland Sweetener Company vs. NutraSweet (A) 794-079

Spreadsheet supplement: Bitter Competition Spreadsheet Supplement XLS329-XLS-ENG

Reading: Competitor Analysis: Anticipating Competitive Actions #9 701 120

**Preparation Questions:**

1. How should Vermijs expect NutraSweet to respond to the Holland Sweetener Company’s entry into the European and Canadian aspartame markets?

2. Specifically, how should Vermijs assess the relative likelihood of the two scenarios – price war and normal competition – he has in mind? In assessing the different options, look at the qualitative and quantitative analysis.

Readings:

Case: Bitter Competition: The Holland Sweetener Company vs. NutraSweet (A) 794-079

Spreadsheet supplement: Bitter Competition Spreadsheet Supplement XLS329-XLS-ENG

Reading: Competitor Analysis: Anticipating Competitive Actions #9 701 120

**Executive MBA Program**

**Friday, November 14, 2014**

**1:10 a.m.– 4:30 p.m. Professor Campbell**

**Valuation Framework**

This session begins with a discussion of the lessons learned on the trip to China. We will then get started on the finance content of the theme. This session introduces the valuation framework that is a central part of the theme. This framework is based on the so-called entity approach to valuing levered companies where expected future free cash flows are discounted at the weighted average cost of capital. A spreadsheet referred to as the Valuation Template will also be introduced. This spreadsheet can be used (but does not have to be used) for your Theme 8 project.

**Assignment:**

Reading: “Performance Metrics”, Campbell Teaching Note

Spreadsheet: Valuation Template

Background Reading: KGW Chapter 7

**Executive MBA**

**Saturday, November 15, 2014**

**8:50 a.m. - 12:10 p.m. Professor: Bhambri**

**Platform Competition**

In this class, we will first complete our discussion of Bitter Competition and then extend our discussion of competitive dynamics to explore interaction between organizations with different business models. Specifically, we will see how a competitor successfully challenges an incumbent in a platform market defined by strong network effects and high switching costs. We will develop the concepts of value loops and strategic interaction.

Assignment:

Case: eBay, Inc. and Amazon.com (A) 712-045

Case: Alibaba’s TaoBao (A) 709-456

Article: How to Design a Winning Business Model by R. Casadesus-Masanell and J. Ricart, HBR R1101D

Questions for eBay, Inc. and Amazon.com (A):

1. What are the key drivers of profitability in eBay’s business model?
2. What are the key drivers of profitability in Amazon’s business model?
3. How do the two business models interact?
4. What business choices were critical in altering the competitive dynamics between the two companies?
5. What should eBay do next? What do you think will be the effects of its decision to split up into separate marketplace and payment businesses?

Questions for Alibaba’s TaoBao:

1. What was Alibaba’s motivation for diversifying into the consumer business with the launch of Taobao?
2. How did Taobao beat eBay?
3. Should Jack Ma implement Zhao Cai Jin Bao? Why or why not?

IN-CLASS QUIZ # 1

**Readings:**

Case: eBay, Inc. and Amazon.com (A) 712-045

Case: Alibaba’s TaoBao (A) 709-456

Article: How to Design a Winning Business Model by R. Casadesus-Masanell and J. Ricart, HBR R1101D

**Executive MBA Program**

**Saturday, November 15, 2014**

**1:10 p.m. – 4:30 p.m. Professor Campbell**

**Value Creation and Value Destruction**

This session begins our discussion of strategies for value creation. We will focus on the classic Gulf Oil case about a hostile takeover attempt in the 1980s. It raises issues that are always present in capital markets. We will examine whether Gulf Oil, under the direction of Jimmy Lee, is destroying value. The question in the case is whether the policies being pursued by Gulf management could be changed in a way so as to add value to shareholders and thereby drive up the price of Gulf Oil stock. The case requires that you determine what price an acquirer should be willing to pay for Gulf and how that price can be justified. We will use the Gulf Oil discussion to motivate an analysis of how to capture growth in the valuation process.

**Assignment:**

Case Study: Gulf Oil Corporation

Background Reading: KGW Chapters 5, 9 and 10

**Executive MBA Program**

**Friday, December 5, 2014**

**8:50 a.m. – 12:10 p.m. Professor Campbell**

**Leverage and LBO’s**

This session will focus on the issues involved in valuing levered companies, including the problems involved in valuing levered cash flows and the costs and benefits of leverage. It will focus attention on LBO’s or highly levered transactions where companies go private. We will discuss the recent case of HCA, the largest hospital management company in the US, which went private via an LBO in 2006 and went public again in 2011.

**Assignment:**

Case Study: HCA (A) and (B)

Background Reading: KGW Chapters 6, 11 and 23

**Executive MBA Program**

**Friday, December 5, 2014**

**1:10 a.m.– 4:30 p.m. Professor Bhambri**

**Industry Evolution and Platform Development**

Key to our understanding of competitive behavior is recognizing that competitive advantages change hands as industries evolve and the bases for advantage change. We will examine how external shocks and trends such as new technologies and competitive moves can fundamentally alter the competitive structure of industries, which in turn impacts competitive behavior. All market positions, no matter how well protected, are competed away and weakened over time. Learning to assess the implications of such changes on consumer preferences, price sensitivity, and buying behavior, and competitive market positions, early, is essential for strategic success.

**Key topics**

Creation of competitive advantage in new businesses

Value Creation versus Value Capture

Integrating strategy and industry analysis

First Mover and Second Mover Advantages

Case Intel Corporation, 1968-2003

**Discussion Questions**

1. What was Intel’s strategy in the DRAM industry?
2. What happened to their competitive position from the mid 1970s to the mid 1980s? Were these changes the result of changes in industry structure?
3. What was Intel’s strategy in the microprocessor industry?
4. What threats has Intel faced in sustaining its competitive advantage in microprocessors and what strategies did Intel use to overcome these threats?
5. Assess the future prospects of Intel. What is the biggest threat it faces? Craft a strategy to deal with these threats.

**Case***:* Apple, Inc. 2012 9-712-490

**Questions**:

1. What was the nature of competition in the personal computer industry in the late 1970s? in the mid-1980s? in the early 1990s? at the end of the case? What factors explain the dramatic changes?
2. Historically, what were Apple’s competitive advantages? Evaluate Apple’s strategies at different phases of its history.
3. What is your assessment of Apple’s competitive position in PCs? What is your assessment of Apple’s competitive position in MP3 players? What is your assessment of Apple’s competitive position in smartphones? What is your assessment of iPad’s future?
4. Which companies offer the most powerful threat to Apple?
5. Use the Lean Start-Up methodology to assess Apple’s position

**Readings:**

Case: Intel Corporation: 1968-2003 9 703 427

Case: Apple, Inc. 2012 9-712-490

Reading: How Companies Become Platform Leaders, A. Gawer and M. Cusumano, SMR 268

Reading: Steven Blank, Why the Lean StartUp Changes Everything (HBR R1305C)

**Executive MBA Program**

**Saturday, December 6, 2014**

**8:50 a.m. – 12:10 p.m. Professor Campbell**

**Options and Other Derivatives**

This session will provide an introduction to options and futures contracts and their uses. An understanding of options is crucial for most practical real investment decisions. In addition, with the widespread use of options in compensation packages, a basic understanding of option price is now an essential skill for almost anyone in senior management, regardless of their specific area of expertise. In this session we will develop the basics of the definitions of options, futures and swaps. We will examine the determinants of option prices and introduce the Black-Scholes option pricing model. We will also discuss binomial option pricing.

**Assignment:**

Reading: RWJJ Chapters 22 23 and 25

Spreadsheet: Black-Scholes Option Pricing

**Executive MBA Program**

**Saturday, December 6, 2014**

**1:10 a.m.– 4:30 p.m. Professor Bhambri**

**Strategy Disruption**

Theories of disruption have achieved widespread attention in recent years. In today’s session, we will discuss underlying theories of disruption and evaluate models of disruption in the context of two potentially disruptive companies in the context of two longstanding industries. We will develop the theoretical basics of disruption and discuss from the perspective of both, the disrupting company and the potentially disrupted industry. In addition, we will discuss processes of strategy development that can lead to disruptive breakthroughs.

NOTE: Group paper is due before start of class.

Assignment:

Case: Coursera 9-714-412

Case: Tesla Motors 9-714-413

Reading: Max Wessel & C. Christensen, Surviving Disruption (HBR R1212C)

Case: Coursera

Questions:

1. Why has Coursera been so successful in attracting students, courses, and partners?
2. To what extent does Coursera’s success impede the success of edX and Udacity?
3. Which revenue model should Coursera choose?

Case: Tesla Motors

Questions:

1. Should BMW expect Tesla to grow into a strong direct competitor like Audi or is Tesla likely to be limited to a niche or a flash in the pan? Is Tesla at a competitive advantage or a disadvantage?
2. What do you think of Tesla’s entry strategy? What barriers did it have to overcome? Should Nissan learn something from Tesla’s approach? Will other firms follow in Tesla’s footsteps?
3. Do you think Tesla’s secret plan (page 9) was really a plan or an ex-post rationalization? Would it matter?
4. How do you expect the industry to evolve?

Team paper is due on either Coursera or Tesla Motors before class today. Details will be discussed in class.

Readings:

Case: Coursera 9-714-412

Case: Tesla Motors 9-714-413

Reading: Max Wessel & C. Christensen, Surviving Disruption (HBR R1212C)

**Executive MBA Program**

**Friday, January 9, 2015**

**8:50 a.m. – 12:10 p.m. Professor Campbell**

**Quiz # 1**

**Derivatives Continued**

In this session we will continue our discussion of derivatives.

**Executive MBA Program**

**Friday, January 9, 2015**

 **1:10 p.m. - 4:30 p.m. Professor: Bhambri**

**Building Capabilities through Strategic Alliances**

While some companies develop capabilities in house, many companies, regardless of size, partner to develop and leverage capabilities. In this session, we will look at the imperatives, benefits, and challenges of global alliances.

Key topics:

Key Success Factors in Strategic Alliances

Different types of alliances

Evolution of strategic alliances

Case: Bharti: Flying on the Wings of Others (A) IMD-3-1115

Questions:

1. If you were leading the negotiations for Bharti, what would be your position? What is your strategic goal? What would you compromise? What would you hold firm? What alternatives should you consider? Analyze the logic of your position clearly.
2. If you were leading the negotiations for BT, what would be your position? What is your strategic goal? What would you compromise? What would you hold firm? What alternatives should you consider? Analyze the logic of your position clearly.

Readings:

Case: Bharti: Flying on the Wings of Others (A) IMD-3-1115

Reading: When to Borrow via Alliance: Alliance Versus Acquisition, L. Capron & W. Mitchell, HBSP 9500BC

**Guest Speaker: Ms. Rauline Ochs**

For the second part of today’s class, we will have a guest speaker, Rauline Ochs, who has had a distinguished career in technology and in leading partnerships. At different times, Rauline has been Senior Vice President for North American Alliances and Channels at Oracle and SVP for Worldwide Alliances at BEA Systems in addition to executive leadership positions at Safeco., IBM, and Everything Channel, Inc.

**Executive MBA Program**

**Saturday, January 10, 2015**

**8:50 a.m. – 12:10 p.m. Professor Campbell**

# Raising Capital: Security Design

In this session we will shift our orientation toward what is often called entrepreneurial finance. We will discuss a case study (Trendsetter) where a start-up is seeking funding. We will go over competing term sheets and familiarize ourselves with the issues that arise in negotiating a term sheet. Financing for new companies often involves preferred and convertible securities. We examine how these securities are structured and why they are commonly used. We will also examine evidence on the returns to venture capital and private equity and seek to understand the business models in this portion of the capital markets.

**Assignment:**

Readings: “A Note on Private Equity Securities”, Lerner and Hardymon, HBS #9-200-027,

“The Basic Venture Capital Formula”, Sahlman, HBS #9-804-042

“Risk and Reward in Venture Capital”, Sahlman, HBS #N9-811-036

“Passion Capital”

Case Study: Term Sheet Negotiations for Trendsetter, Inc, HBS #9-801-358

**Executive MBA Program**

**Saturday, January 10, 2015**

 **1:10 p.m. - 4:30 p.m. Professor: Bhambri**

**Managing the Acquisition Process**

In today’s session, we will go deep into the discussion of specific acquisitions and distill elements of the process that affect how decisions are made regarding acquisitions and their subsequent integration. We will examine two different settings – a corporate acquisition and a private equity transaction.

Case: Cadbury Schweppes: Capturing Confectionery (A) #9 708 453

Case: Cadbury Schweppes: Capturing Confectionery (B) #9 708 454

Reading: The New M&A Playbook C. Christensen, R. Alton, Curtis, A. Waldeck HBSP R1103B

After reading the Cadbury Schweppes A case:

1. As a member of the Board of Cadbury Schweppes would you approve a bid of more than $4 billion for Adams? Why? Why not?

After reading the Cadbury Schweppes B case:

1) Are you more likely or less likely to approve a bid after you look at the detailed synergy calculations?

2) Which synergies do you agree with? Which synergies do you disagree with? Why?

Case: Transforming Tommy Hilfiger (A)

Questions:

1. Why did Tommy Hilfiger’s performance start deteriorating in the early 2000s?
2. How would you evaluate the different strategic options that were available?
3. Why did Apax acquire Tommy Hilfiger? What value did Apax see in the deal that other potential acquirers did not?
4. What would you recommend to Gehring, Onnink, and Apax to pursue their global strategic plans?

**In-Class Quiz # 2**

Reading:

Case: Cadbury Schweppes: Capturing Confectionery (A) #9 708 453

Case: Cadbury Schweppes: Capturing Confectionery (B) #9 708 454

Case: Transforming Tommy Hilfiger (A) 9-714-451

Reading: The New M&A Playbook C. Christensen, R. Alton, Curtis, A. Waldeck HBSP R1103B

**Executive MBA Program**

**Friday, January 23, 2015**

**8:50 a.m. – 12:10 p.m. Professors Bhambri and Campbell**

**Evaluating a Deal**

The session will focus on two proposed recent acquisitions that were analyzed as theme 8 projects in 2012-2013. In the first deal, T-Mobile acquired MetroPCS. This deal involved two of the second tier wireless companies in the US and Deutsche Telecom as owner of T-Mobile. The second deal is a merger between Applied Materials and Tokyo Electron. The reports prepared by the student groups will be the basis for class discussion.

**Assignment:**

Case Studies:

T-Mobile-MetroPCS

Applied Materials-Tokyo Electron

**Assignment:**

Case Studies: T-Mobile-MetroPCS and Applied Materials-Tokyo Electron

Background Reading: KGW Chapters 15 and 16

**Executive MBA Program**

**Friday, January 23, 2015**

**1:10 a.m. – 4:30 p.m. Professor Campbell**

#### Quiz # 2

#### Raising Capital: Mezzanine Financing

In this session we will continue our discussion of raising capital for entrepreneurial businesses. We will focus on a short case study about a company that has hired an investment banker to obtain mezzanine financing. We will examine a spreadsheet developed to analyze this proposed transaction. In addition, we will explore how to analyze a proposed levered transaction using binomial pricing. We will expand upon the traditional analysis of debt versus equity financing by introducing inside and outside equity. Finally, we will examine a negotiation regarding the terms of an engagement letter with an investment banking firm.

**Assignment:**

Case Studies: “Mezz”

“Engagement Letter”

Spreadsheets: Binomial Leverage, Mezz case

**Executive MBA Program**

**Saturday, February 24, 2015**

 **8:50 a.m. – 12:10 p.m. Professor: Bhambri**

**Corporate Strategy: Managing Multiple Businesses**

So far, most of our discussions have focused on business unit strategy as opposed to corporate level strategy. Whereas business strategy focuses on the question of how to compete, corporate strategy focuses on which businesses to compete in and the extent and type of coordination across businesses. Today, we will focus on two contrasting multi-business strategies with Danaher and Johnson & Johnson, a company that you discussed last year. Johnson & Johnson (A) has a very different corporate style compared to Danaher, and is remarkable for its ability to manage almost 200 decentralized businesses.

Topics:

Acquisition processes

Value added in acquisitions

Integration across Businesses

Parenting Advantage

Different corporate models

**Case: Danaher Corporation #9 708 445**

Questions:

1. What is Danaher’s acquisition process? Is it a sustainable process?

1. If you are a business unit manager, what is the value that you get from being part of Danaher? What are the disadvantages that you face?
2. If you were managing a firm, would you rather compete against a division of a conglomerate like Danaher or an independent firm? Explain your answer.
3. If you were an investor, would you rather invest in a firm that competes in only one business or a firm that competes in many businesses?
4. How do you explain the differences between J&J and Danaher?
5. What seem to be the current trends driving conglomerates?

**Bhambri in-class quiz # 3 (closed notes)**

Readings:

Case: Danaher Corporation #9 708 445

Reading: Can J&J keep the magic going? Fortune Magazine, May 27, 2002

Reading: Corporate Strategy – module note 9-713-415

Reading: Avoiding the dinosaur trap, Economist, May 31, 2014

Reading: Return of the giants, Economist, November 21, 2012

Reading: From dodo to phoenix, Economist, January 11, 2104

**Executive MBA Program**

**Saturday, January 24, 2015**

**1:10 p.m. – 4:30 p.m. Professors Bhambri and Campbell**

#### Project Workshop

In this session you are to work on your “valuation projects” in your teams. This provides an opportunity for faculty to meet with each team (in addition to any meetings outside of class) and discuss the progress in preparing for the project presentation.

**Executive MBA Program**

**Friday, February 6, 2015**

 **1:10 p.m. - 4:30 p.m. Professor: Bhambri**

**Transformation and Renewal**

Many cases that we study describe success outcomes (or failures) in retrospect. What are the processes that lead to these outcomes? Why are some companies able to develop creative strategies while others are not? One of the most recognized leaders of the past century is Jack Welch. For our last session, we will use a case on GE under Jack Welch and look at its process of transformation. We will also look at his successor, Jeff Immelt.

**Key topics**

Phases in strategic transformation

Different types of transformation

Managing the context

Case: GE’s Two Decade Transformation: Jack Welch’s Leadership # 9 399 150

Questions:

1. What were Welch’s early decisions as CEO? What impact did they have?
2. What are the different phases that you see during Welch’s two decades at GE’s helm? Is there a pattern that you can generalize?
3. What legacy did Welch leave for Jeff Immelt?

**Readings:**

Case: GE’s Two Decade Transformation # 9 399 150

Case:Man Jit Singh at Sony Entertainment Television (A) HBSP 414 028

We are tentatively scheduled for Man Jit Singh to visit class for a presentation and Q&A with the class. I will confirm closer to the class date.

Questions:

1. What are the challenges that Man Jit Singh faced at Multi Screen Media?
2. What is your assessment of the key actions Singh has taken?
3. What recommendations would you make to him?

**Readings:**

Case: GE’s Two Decade Transformation # 9 399 150

Case: Man Jit Singh at Sony Entertainment Television (A) HBSP 414 028

**Executive MBA Program**

**Saturday, February 7, 2015**

 **1:10 p.m. - 4:30 p.m. Professor: Bhambri**

**New Executives and Taking Charge**

Today, we will look at a short case, Mega Corporation, in which I will ask you to put yourself in the role of Tom Rice, the newly appointed CEO of Mega Corp, and ask, “if you were appointed to lead a new business, what would you do?” We will use today’s session to pull together much of what we have covered in themes 4 and 8.

Case: Mega Corporation (A)

Questions:

1. If you were Tom Rice, what would you do? On the first day? In the first week? In the first month?

**Readings:**

Case: Mega Corporation (A) (USC case)

Reading: When New CEOs Succeed and Fail, Greiner, Cummings & Bhambri, Organizational Dynamics, 2003

**Theme 8 Strategy Wrap-up**

**Take home case exam distributed today, due Monday, February 16, before 10 am.**

**Executive MBA Program**

**Friday, February 20, 2015**

**1:10 p.m. – 4:30 p.m. Professor Campbell**

# M&A Market and Practices

This session will be presented by a guest lecturer. Paul Weisbrich is Managing Director of DA Davidson & Company. He has many years of experience as an investment banker arranging mergers and acquisitions. He is an EMBA alum (class 3).

**Executive MBA Program**

### Saturday, February 21, 2015

**1:10 p.m. – 4:30 p.m. Professor Campbell**

**Globalization and Prosperity: What Next?**

This session will look back over the last few years to identify the key forces influencing economic prosperity. It will also look forward through the next decade and try to distill some of the key developments to monitor. A selection of current readings will be provided. These readings will be the assignments for this session.

**Readings:**

To be provided

**Executive MBA Program**

**Friday, March 6, 2015**

**8:40 a.m. – 4:30 p.m. Professors Bhambri and Campbell**

**TOPIC: Project Presentations**

## Case #1 Topic to be announced

**Case #2 Topic to be announced**

## Case #3 Topic to be announced

**Case #4 Topic to be announced**

**Executive MBA Program**

**Saturday, March 7, 2015**

**8:50 a.m. - 12:10 p.m. Professors Bhambri and Campbell**

**TOPIC: Project Presentations**

## Case #5 Topic to be announced

**Case #6 Topic to be announced**

**Executive MBA Program**

**Saturday, March 1, 2015**

**1:10 p.m. – 4:30 p.m.**  **Professors Bhambri and Campbell**

# Guest Speaker - TBA

 Theme 8 – Bhambri materials

1. Bitter Competition: The Holland Sweetener Company vs. NutraSweet (A) 794-079
2. Spreadsheet supplement: Bitter Competition Spreadsheet Supplement XLS329-XLS-ENG
3. Competitor Analysis: Anticipating Competitive Actions #9 701 120
4. eBay, Inc. and Amazon.com (A) 712-045
5. Alibaba’s TaoBao (A) 709-456
6. How to Design a Winning Business Model by R. Casadesus-Masanell and J. Ricart, HBR R1101D
7. Intel Corporation: 1968-2003 9 703 427
8. Apple, Inc. 2012 9-712-490
9. How Companies Become Platform Leaders, A. Gawer and M. Cusumano, SMR 268
10. Steven Blank, Why the Lean StartUp Changes Everything (HBR R1305C)
11. Coursera 9-714-412
12. Tesla Motors 9-714-413
13. Max Wessel & C. Christensen, Surviving Disruption (HBR R1212C)
14. Bharti: Flying on the Wings of Others (A) IMD-3-1115
15. When to Borrow via Alliance: Alliance Versus Acquisition, L. Capron & W. Mitchell, HBSP 9500BC
16. Cadbury Schweppes: Capturing Confectionery (A) #9 708 453
17. Cadbury Schweppes: Capturing Confectionery (B) #9 708 454
18. Transforming Tommy Hilfiger (A) 9-714-451
19. The New M&A Playbook C. Christensen, R. Alton, Curtis, A. Waldeck HBSP R1103B
20. T-Mobile-MetroPCS (USC case)
21. Applied Materials-Tokyo Electron (USC case) - attached
22. Danaher Corporation #9 708 445
23. Can J&J keep the magic going? Fortune Magazine, May 27, 2002
24. Corporate Strategy – module note 9-713-415
25. Avoiding the dinosaur trap, Economist, May 31, 2014 - attached
26. Return of the giants, Economist, November 21, 2012 - attached
27. From dodo to phoenix, Economist, January 11, 2104 - attached
28. GE’s Two Decade Transformation # 9 399 150
29. Man Jit Singh at Sony Entertainment Television (A) HBSP 414 028
30. Mega Corporation (A) (USC case) - attached
31. When New CEOs Succeed and Fail, Greiner, Cummings & Bhambri, Organizational Dynamics, 2003 (USC article) - attached

Please order but I will distribute separately in class:

Bitter Competition: The Holland Sweetener Company vs. NutraSweet (E) 794-083