

PEPPERDINE UNIVERSITY
THE GEORGE L. GRAZIADO
SCHOOL OF BUSINESS AND MANAGEMENT

LARRY STEVEN LONDRE

MBAM 619A
BUSINESS STRATEGY IMPLEMENTATION

SUMMER, 2004
MONDAYS OR WEDNESDAYS
1:00-5:00PM

SYLLABUS

Dear Pepperdine student:

I enjoy teaching. My full-time position is in strategic planning, marketing, advertising, and media consulting with several companies and agencies. Since 1997, I have also been an expert witness on business, advertising, and media issue cases, in US District Court and in Superior Court.

I am pleased that you have enrolled in my class. I have taught business, global communication, business strategies, marketing, IMC, advertising, promotion, media and communications to undergraduates and graduate students at Pepperdine (School of Business and management), USC (Annenberg School For Communication, Marshall School of Business, and School of Journalism), at CSUN (School of Business), Loyola Marymount since 1975.

Success is staying ahead of the competition. In the global economy it is essential to have greater agility, better business savvy, plus the ability to innovate on the job and in the marketplace. A wide variety of technology development companies have sprung up in the Los Angeles region in the last ten years. Current changes in technology, connections to global markets, wealth aggregation make it clear that Los Angeles will grow in stature as a center for media.

Today, change is constant. Change is focusing employees and managers to learn whole new ways of doing things and communicating with each other. It's forcing companies to make rapid modifications into their products and services. Using several "real-world" cases, exercises and materials, we will study and discuss several different topics and a few related industries:

- Finding strategic business information for decision makers. Making strategic business decisions.
- Unlike other business courses that concentrate narrowly on a particular function or piece of the business-- accounting, finance, marketing, production, human resources, or information systems, strategic management is a big picture course. It cuts across the whole spectrum of business and management: the total enterprise
- Practices, "real-world" actions, theories and concepts proving themselves as viable activities and actions for generating customer traffic, sales, revenue and more
- Developing strategies and tactics, including global, in the changing environment
- The marketplace is complex and changing with new competitors, technological advances, pricing changes, new media mixes, marketing suppliers, new laws, distribution channels, strategic partnerships, and diminished customer loyalties.
- Exploring the many worlds of media and the Internet
- Reviewing the aspects of implementation and execution
- For almost every case I will ask, "What are some of the accounting, finance, marketing, production, human resources, information systems, global and management principles/ strategies/ concepts do you see?"

Our field and study of business strategies will be broad. Students come from a variety of fields. I will use many different methods to involve you. The class is designed to involve you in a meaningful career in management (development to execution) with a solid understanding of the vernacular and materials.

Please come to class well prepared. Some of the readings can be long, especially the cases. Some of the projects may be difficult. You will need to spend, on average, four to five hours a week to prepare for the classes, projects and exercises.

There is a great deal to cover and on many subjects we will only explore the headlines, but on these topics I want you to know there is more for you to find if it pertains to your job.

Knowledge is power. And can be fun. I look forward to meeting and spending time with you. Please fill out the attached personal fact sheet and send to me today. Let's enjoy each other's company in the new 619B class.

“We are who we are in good measure because of what we have learned and what we remember.”

Nobel Laureate Dr. Eric R. Kandel

Summer, 2004

**MBAM 619A: BUSINESS STRATEGY IMPLEMENTATION
1-5PM Monday or Wednesdays**

Larry Steven Londre

Telephone: 310/889.0220 business

310/889.0221 fax (You do not need a cover sheet, but please identify the class.)

E-mail: Larry.Londre@pepperdine.edu. (Please always identify our 619B class and give me contact info.)

Nature and Purposes of the Class

This course deals with strategies. The course (which will be my 64th semester of teaching) covers:

1. Competitive analysis and strategic issues of firms. Cases examine business strategies, product differentiation, marketing, emerging networks and technological strategies for traditional and new companies.
2. Focusing on many principles and applying them to specific industries. To develop your capacity to think strategically about a company in a variety of industries and competitive situations. And especially to provide a stronger understanding of the competitive challenges of a domestic or global market environment.
3. An understanding of the competitiveness within domestic and international companies.
4. An understanding of marketing, financial, and business strategies
5. Inspire employees to help organizations meet the challenges of change.
6. Gain break-through problem-solving and decision-making strategies. Gain new insights about effectively dealing with change.
7. Through weekly lectures, readings, cases, discussions and projects, students will analyze tasks and procedures utilized in progressive companies.
8. Students will gain a lasting knowledge of challenges, questions and opportunities in whatever company or industry they are in or may be in.
9. Understanding the responsibilities for developing a well-managed “competitive” organization.
10. Sound practices, processes, policies and techniques will be illustrated and explored within a wide array of companies.
11. An awareness of the major types of problems faced by organizations, with an emphasis on effective decision-making in companies.
12. Preparing students for a career with a solid understanding of the materials. The class will be far more ***practical than theoretical.***

MBAM 619A, Business Strategy - Catalogue Course Description

This course examines the running of an enterprise from the chief executive's point of view. It is designed to help students conduct external and internal assessments of an organization. identify its key strategic issues, identify and choose from alternative strategies, and defend those decisions. Development of oral and written communication skills is stressed in this course, as well as understanding global, social, political and environmental issues.

Required Book:

Londre 619A Class Reader/Class Packet (Revised every semester). Includes chapters from Strategic Management: Competitiveness and Globalization: Concepts and Cases, Crafting and Executing Strategy, and HBR articles. I do not charge for my services, and there's a 20% discount from Custom Publishing.

Tests, Grades and Assignments

All assignments will be given point values. The best letter grades will be given to the students with the most points.

Exams and quizzes are given for many reasons, including: to assess your understanding of the material and, more importantly, to help you master the material.

There will not be any true/false or multiple-choice tests. Each test or quiz may be a combination of definitions, essay, case and relationship questions.

All tests/quizzes are graded by me, Larry Londre. No blue books are needed.

A Note on Class Participation

My goal is to have discussions during the lectures. Many of you already hold jobs where articulating your ideas and reacting to others' will make up a substantial part of your day-to-day activities. For those who aren't there yet, you soon will be. Remember that the communication industry will become increasingly global and international. That means dealing with sometimes loud and direct employees. So it's better to make the mistakes in our class. It's better to get over some of your shyness now, rather than later.

Class discussion depends on a number of elements. Please come to the class and the lectures prepared. If you keep up, you'll get more out of the class and everyone will get more out of the discussions. If you are not prepared, we will all figure it out. Showing up really helps understand the flow of a weekly class.

This class depends on my capacity to lecture, but also on quality discussions. Your input is necessary to a vibrant and wide-ranging discussion, including a review of the cases. The idea of a discussion is to contribute and share; don't worry about winning every debate. Try to listen at least as much as you speak.

Guest Speakers

Students have expressed a strong interest in supplementing the lectures and discussion in class with visitors from industry. I will do my best to bring in a speaker or two who are interesting, interested, helpful to your understanding of the material, inspiring to your research, and most of all, helpful in your professional development. If you have suggestions or contacts I should know about, please pass them along.

A Note on E-mail and E-mail Addresses

I will communicate with you often via email. If there is a change in your email address, please be sure you take responsibility and alert me so I can change our class list. Email is the easiest way to contact me if you have questions, comments, or problems with the material. I will also be available to you, especially before each class.

Approximate Allocation of Grades

- | | |
|-------------------------------------|-----------|
| • Quiz 1 | 20% |
| • Case Presentation, and Evaluation | 25 |
| • Class Participation | 20 |
| • Web site | 5 |
| • Team Project, Including update | <u>30</u> |
| | 100% |

Team Presentations

Oral team presentations are 15 to 18 minutes. The following will be helpful on the nature of the presentation:

- The class and each team works on the same project. You learn from each other.
- You and fellow students assume the role of consultants to the company.
- Your team presents analysis and recommendations to the assigned company's senior management and the board of director's.
- All students need to contribute, but not everyone needs to present.
- You will be graded on the thoroughness with which you identify the problems of the company, and the issues management needs to address.
- Use concepts in our readings. The breadth, depth and practicality of your recommendations are most important. You will be graded on the caliber of the PowerPoint slides and the professionalism demonstrated in delivery of your team's presentation. Plus how you defend your analysis and recommendations.
- All team members are expected to make equal contributions.
- You will help evaluate the attendance and participation of the other team members.

Expectations

Classes will be conducted using lectures, cases, exercises, presentations and interactive discussion. Students will be called upon to discuss the text, assignments, a web site, readings and cases. Each team may present specific readings and cases. The web site presentation is part of class participation.

With respect to class participation, each of you is expected to contribute to the discussion of the issues. You will be evaluated on the content of your comments, observations, and insights. You will present one web site. See sheet. Be prepared in class. On selected nights, I will randomly call on you to participate. If you are prepared, the questions will not be difficult. Many of the questions have already been given to you---but not all of them---- in the class packet.

The primary emphasis should be on your ability to make a substantial contribution that moves the discussion. It is important that your comments fit into and build on previous discussion, so that we are maximizing a cumulative learning experience in the classroom.

Ethics

As a Christian, values-based university, our course content and discussions will include relevant issues concerning ethical business practices. The purpose is to help prepare you with critical thinking skills as it relates to ethics and ethical issues.

Conduct & Policy on Disabilities

GSBM students are expected to respect and honor the rights and property of others at all times. The University rules on conduct can be found in the GSBM Catalog. Please check the catalogue index under "Conduct" for the page numbers. Additionally, students with disabilities are encouraged to familiarize themselves with the University's policies in the GSBM Catalog (under "Disabled Student Assistance") or contact the University's equal opportunity officer at (310) 506-6500.

Evaluation of Student Work

While extraordinary factors might affect your attendance, we expect you to be present for all class meetings and to arrive on time and stay for the entire class.

Do not schedule another assignment, meeting or date during class time. You are expected to attend each class. Your grade will be affected if you decide you have other things to do instead of being in class. Attendance will be maintained.

Missing two classes will affect your understanding of the materials, your involvement in the team project and your grading. To provide the best output, fairness and distribution of project work, you will help evaluate your other team members in the group exercises.

"Example is not the main thing in influencing others. It is the only thing."

Albert Schweitzer (1875-1965) medical missionary, Nobel Peace Prize winner

"The time is **always right** to do what is right."

Dr. Martin Luther King, Jr. (1929-1968) civil rights leader

Team Evaluation:

- Each team will receive a team score, but each team member will assist in the grading of everyone on his or her team, except themselves. I have been using this formula for over 27 years, and have determined that it is one of the best methods for team harmony and outstanding results.
- I understand the time pressures, and appreciate your taking a night class, but working with others stimulates your thinking and enhances the classroom presentations. It is much more of an example of the real world.
- It helps to distribute the work in your team.

"Great things are not done by impulse, but by a series of small things brought together."

Vincent van Gogh (1853-1890) Dutch painter, first career: art salesman

"An idea can turn to dust or **magic**, depending on the **talent** that rubs against it."

William Bernbach, pioneer of modern advertising, No. 1 on Advertising Age's 20th century, honor roll of most influential people

About the Team Projects, Value, Time, Energy and Your Resources Hold the Answers

When you start have the team discuss planning, assignments and responsibilities. Begin with value. The team projects combine what is in the notes, tests, readings and exercises. And you get to apply them to your project, with your creativity and energy.

- Think about the project and your team in terms of value.
- You can decide what the project and your team are worth to you.
- Your team creates value by combining time, energy and resources.
- No project can have value unless you give it time.
- I want the assignments to be learning, enjoyable assignments. But they can take time. A consistent effort pays off, rather than rushing at the end.
- Develop a timeline. I have given you a few important dates.
- Giving some time regularly is just as important as how much time you can give. You can generate a lot of value by devoting just 15 minutes a day.
- Energy plays a pivotal role in generating value. You need energy to maximize your time and develop resources.
- Generating value takes resources, and you have plenty of them at your disposal. These include your abilities; any and all information you can access; the Internet; the library; grocery managers and buyers;

people that you know who can help; organizations and institutions---for example, a trade association, and more.

Combine these three elements to equal value.

Value = Time X Energy X Resources

The most important clues that I can give you are:

1. Plan. Answer the question early “what is needed.”
2. Put things in writing. It helps so that everyone on a team is in agreement.
3. Use what you are learning.
4. Remember my “funnel”. Start with analyzing the marketplace, the external factors, target market, competition, etc.
5. Rehearse the presentations.
6. Prepare the assignment and the deliverables as you go.
7. And work together.

Individual Project

- Pick a person (who is not a relative) who has purchased a cell phone or a cell phone plan in the past 12 months.

Cell phone and plans involve decision-making, plus high tech, design and a high touch purchase. You are to interview them on the buying process, plus giving insight into the companies selected for service and manufacturer. .

Have an open discussion, with the respondent.

This is three to five page assignment, including a five-minute PPT presentation.

This is to help you in understanding decision-making, issues, and experiences in domestic and global firms.

What product or service was purchased?

With what technology?

When?

Where did they buy? What came first: where to buy it or what to buy?

What other brands/models were considered?

What influenced them in their purchase?

Did they use Consumer Reports? Any web sites? Which ones?

Did they go through the stages of Needs to Features to Retailer/Dealer?

Identify everyone who had a part in the decision-making process.

Who paid for the initial purchase/long term service?

Who uses it?

How much Internet research was done? Did it save time and money?

Value vs. Brand image?

What were some of the feelings around the purchase? After the purchase?

Concerning the store, and its staff, what about the feelings before and after the purchase?

What problems did the product solve? What product attributes seemed important?

Any advertising seen or read?

Why this particular model?

How was the price negotiated? Any manufacturer incentives?

How long was the buying cycle?

Was this their first decision in buying a phone/cell?

Review other decisions. Was it careful decision? Impulsive? Explore this area.

How many stores/retailers did they go to?

What was the retail environment like?

How was the Internet involved? All along the way?

Was there a lot of information searched for?

What triggered the purchase process?

How was the search conducted?

How much of the family and friends were included or involved?

How was the final choice determined?

Did they name their cell, like they name their car?

What positive or negative surprises have occurred?

How is the service, during warranty? Normal service? Reliable?

Any complaints? Feelings after purchase?

What is the meaning of the product to the individual? Probe?

What are the backgrounds of the service provider and of the manufacturer?

- What does the product or service represent to the individual? Family? Friends?
- Is the customer satisfied with their purchase?
- Did the product fulfill their expectations?
- Do they talk about it to friends? Complete strangers?

- Would they do anything differently? Quality of service issues?

- What are some of the things/points/observations the interview did not reveal about the purchase?

- Important points you learned. List and apply any strategic business decisions, in accounting, economics, finance, marketing, production, human resources, or information systems. Strategic management is of a big picture, and would cuts across the whole spectrum of business and management: the total enterprise

“Luck is preparation meeting opportunity. “

Additional notes:

- I want our class and your presentations to be an enjoyable, learning experience.
- I am here to help you understand business strategies, communication and entertainment companies.
- If you have any questions, please ask them, in class, in case another team or individual needs this information.
- On many occasions and especially before class, I'm available to answer your questions.

Good Luck. Let's have a great semester.

Dates for Wednesday classes of 619A

Wednesday619Aclassschedule05202004

You may delay, but time will not."

Benjamin Franklin (1706-1790), American statesman, writer, scientist & printer

"Be better prepared when the next job opportunity comes around."

Anonymous

"I don't need time. What I need is a deadline."

Duke Ellington

Wednesday, June 23

Topics: Introduction, Discussion of Course Objectives & Assignments
Name A Strategically Driven Company?
Did You Know?
World's wackiest products, with accounting, finance, inventory, marketing, production, human resources, information systems, and strategic management aspects. Our class cuts across the whole spectrum of business and management: the total enterprise.

Readings: Introduction

"Hollywood is a place where they'll pay you a thousand dollars for a kiss and fifty cents for your soul."

Marilyn Monroe

"It's kind of fun to do the impossible."

Walt Disney, entrepreneur, producer, showman

Wednesday, June 30

Topics: Evaluating Company's Resources and Competitive Capabilities
What is Strategy?
Three Keys to Effective Execution
Five Forces Model
Why Do Companies Fail?
Case: Euro Disney
Which Company is Transnational?
Scheduling of Presentations
Segmentation, Targeting and Positioning Examples

Readings: First Section

Wednesday July 7

Topics: Viacom Case
TiVo
What Clients Expect
The Dynamics of Innovation

Readings: Second Section

Wednesday July 14

Topics: Mission/Corporate Strategic Planning
Collapse of Enron
Five Common Mistakes in Designing and Implementing a Business Ethics Program
Presentations
Case: Kodak vs. Fuji
Quiz

Readings: Third Section

Wednesday July 21

Topics: Strategic Leadership
Presentations
Case: Dell
Savvy Global Leaders
Strategic Partnerships

Readings: Fourth Section

Wednesday July 28

Topics: Case: Monster.com
Presentations
Presentation, Development and Review/ Creativity
Input on Careers/Jobs

Readings: Fifth Section

The mobile phone will become your wallet, and the credit-card company will give it to you free. It will become a transaction hub, holding your ID --- are you an organ donor? --- Digital cash, credit card numbers and bank account information. Similarly, the laptop is slowly turning into your briefcase."

Wednesday August 2

Topics: Balanced Scorecard
Team Presentations on Case: Nokia
Attendance is mandatory. This is a great, learning experience.

Readings: Sixth Section

"If you taste wine for the first time, you cannot understand it. If you taste it over a period of time, you have a scale to evaluate it. The same with sound."

Yasuhisa Toyota, Walt Disney Concert Hall, in story about WDCH and Frank Gehry

"Don't be dismayed at good-byes. A farewell is necessary before you can meet again. And meeting again, after moments or lifetimes, is certain for those who are friends."

Poet Richard Bach

"I am still learning."

Michelangelo (1475-1564), Italian sculptor, painter, architect and poet

619A--Personal Fact Sheet

- This data sheet will help me tailor the class to fit your specific and the overall needs of the class. Please make the info readable. I will need a hard copy.
- Please complete and send me a copy **within three business days** of reading this syllabus, (you will get extra credit). Also, please bring a copy of this sheet to the first class.
- Send it to Larry S. Londre, Londre Marketing Consultants,
11072 Cashmere Street, Second Floor, Los Angeles, CA 90049 Thank you.

Please Print Clearly

Name: _____

Address: _____

Phones: _____ work _____ home

_____ E-mail (If this changes, please alert me. It is your responsibility.)

_____ work fax _____ home fax

Employer: _____ Title: _____

Business Specialty/ Occupation: _____

Which industries and companies have you worked in and for?

Or plan to work in? _____

What would you like to get out of our Class?

What type of business, strategies--- accounting, finance, marketing, production, human resources, or information systems experiences have you had (it's OK to say very little; that is why I'm here); we will cover dozens of topics--from major to minor topics to prepare you for the challenges facing every company)?

Have you had any related classes (Undergraduate and Graduate)? Which ones?

What are three interesting things about you that I can share with the class?

