

**CALIFORNIA STATE UNIVERSITY, FRESNO
THE SID CRAIG SCHOOL OF BUSINESS**

**Management 187 -- Seminar in Strategic Management
Spring 2000 Semester**

- Instructor:** Professor Luis Ma. R. Calingo
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- Credits:** Three (3)
- Prerequisites:** Last-semester senior, completion of CSB core requirements, and IS 105W or ENGL 160W.
- Class Schedule:** #23004, Tuesdays & Thursdays, 2:00-3:15 p.m., PB 132
#23026, Tuesdays & Thursdays, 3:30-4:45 p.m., PB 132
- Office Hours:** Tuesdays & Thursdays, 12:00-2:00 p.m.
Tuesdays & Thursdays, 5:30-6:00 p.m.
Other days and times by appointment

1. Course Description

This seminar is about understanding what general managers must do to make their businesses succeed over the long haul in a competitive and constantly changing environment. This requires an integrative, strategic perspective of management and the ability to develop an overall, long-term plan based on a comprehensive strategic analysis. Such a perspective seeks to enable you to understand the reasons for good or bad performance of a business enterprise.

This seminar will integrate the knowledge and skills gained from your studies in the functional areas of business (such as accounting, finance, organizational behavior, and marketing). In drawing on these tools, we explicitly apply a *general management* point of view. That is, we will evaluate and analyze decisions and strategies in light of the *total enterprise*. While you will not necessarily take the role of a general manager, you will simulate the role of an advisor or consultant to a general manager (your client). Thus, you should think of yourself as being in a position of offering advice, not of making decisions. We call such a person a "strategic analyst."

2. Course Objectives

By the end of this seminar, you will be able to:

- Explain the elements of the strategic management process.
- Analyze industry structure, environmental trends, and internal capabilities in order to formulate an appropriate strategy.

- Anticipate a rival firm's response to a given strategy.
- Evaluate strategic decisions in a variety of contexts (including entrepreneurial, mature, global, and high technology firms).
- Prepare a strategic plan for a business or not-for-profit organization.
- Integrate a strategic plan with: (a) divisional plans, (b) resource allocation (capital budgeting), and (c) functional strategies.
- Link a strategic plan to organizational structure and control systems.

3. Resources

3.1 Required Textbooks

Grant, Robert M., and Kent E. Neupert. *Cases in Contemporary Strategy Analysis*. 2nd ed. Oxford: Blackwell Publishers, 1999. ISBN 0-631-21360-0. [Hereafter referred to as "GN."]

Thompson, Arthur A., Jr., and A. J. Strickland III. *Crafting and Implementing Strategy: Text and Readings*. 10th ed. Boston: Irwin/McGraw-Hill, 1998. ISBN 0-256-24145-7. [Hereafter referred to as "TS."]

3.2 References on Library Reserve

Fuld, Leonard M. *The New Competitor Intelligence: The Complete Resource for Finding, Analyzing, and Using Information About Your Competitors*. New York: John Wiley & Sons, 1994.

Porter, Michael E. *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: Free Press, 1985.

Porter, Michael E. *The Competitive Advantage of Nations*. New York: Free Press, 1990.

Porter, Michael E. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press, 1980.

3.3 Other Recommended Books

Collins, James C., and Jerry I. Porras. *Built to Last: Successful Habits of Visionary Companies*. New York: Harper Business, 1994.

D'Aveni, Richard. *Hypercompetition: Managing the Dynamics of Strategic Maneuvering*. New York: Free Press, 1994.

Freiberg, Kevin, and Jackie Freiberg. *Nuts!: Southwest Airlines' Crazy Recipe for Business and Personal Success*. Austin, Texas: Bard Press, 1996.

Hamel, Gary, and C.K. Prahalad. *Competing for the Future: Breakthrough Strategies for Seizing Control of Your Industry and Creating the Markets of Tomorrow*. Boston: Harvard Business School Press, 1994.

Hammer, Michael, and James Champy. *Reengineering the Corporation: A Manifesto for Business Revolution*. New York: Harper Business, 1993.

Miles, Raymond E., and Charles C. Snow. *Fit, Failure, and the Hall of Fame: How Companies Succeed or Fail*. New York: Free Press, 1994.

Moore, James F. *The Death of Competition: Leadership and Strategy in the Age of Business Ecosystems*. New York: Harper Business, 1996.

Stewart, Thomas A. *Intellectual Capital: The New Wealth of Organizations*. New York: Doubleday/Currency, 1997.

Treacy, Michael, and Fred Wiersema. *The Discipline of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market*. Reading, Mass.: Addison-Wesley Publishing, 1995.

Walton, Sam, with John Huey. *Sam Walton: Made in America--My Story*. New York: Bantam Books, 1993.

3.4 Selected WWW Resources

Bibliographies in Business Policy and Strategy
<http://www.aom.pace.edu/bps/biblio.html>

Dun & Bradstreet Companies On-Line
<http://www.CompaniesOnline.com/>

SEC's EDGAR Data Base of Company Reports
<http://www.sec.gov/edgarhp.htm>

Enterprise Development Website
<http://www.enterweb.org/>

International Business Resources on the World Wide Web
<http://ciber.bus.msu.edu/busres.htm>

Global Risk Assessment, Inc. (GRA) Research Hotlinks
<http://www.grai.com/links.htm>

4. Instructional Methodology

The course will be based on the lecture and case methods and, in view of its small class size, will be a participative seminar in design. Given the opportunity of examining the problems of managing the organization as a totality, this course uses case studies of actual situations faced by general managers. Analysis and discussion of case situations, with the aid of theoretical frameworks and tools presented in the lectures and readings, will occupy a substantial amount of time spent in the course. Hence, it is expected that

each student will have read the assigned material and/or case and be prepared to discuss them and answer related questions in class. Your registration in this course is a commitment to do a careful, critical reading of all required materials prior to each class. Discussions and individual contributions are encouraged, expected, and shall count toward your final performance evaluation.

You are requested to keep notes on the strengths and areas for improvement of the class and communicate these to the instructor via the interim course evaluations and the official Course Evaluation Form completed on the last day of class. I am committed to continuous improvement and all comments are most welcome. You should feel free to write, fax, phone, or e-mail during the semester regarding any classroom issues which require immediate attention.

5. Performance Evaluation

5.1 Course Requirements

Upon successful completion of the course, you will receive three (3) semester hours of undergraduate credit. Your grade will be based on your performance on the following:

Class Participation (including a group oral case presentation)	30%
Written Case Analysis	20%
Strategy Development Group Project	30%
Tests	20%
Bonus Assignments	

Details of these course requirements will be issued via e-mail at a later date.

5.2 Grading Policy

Letter grades shall be based on the following levels of performance:

A:	90-100%	Excellent
B:	80-89%	Good
C:	70-79%	Satisfactory
D:	60-69%	Poor
F:	0-59%	Fail

When assigning progress grades and grades on individual assignments, plus and minus designations will be made when your numerical score is in the very top or bottom end of the grade ranges described above. For example, 80-83% will be a B-, 84-87% will be a B, and 88-89% will be a B+. The purpose of this plus and minus designation is to advise you of your relative position within the grade range. My interpretation of each grade is as follows:

GRADE	INTERPRETATION
A+	You have provided ample evidence that you will perform this aspect of a real-life strategy assignment superlatively well.
A	You have provided ample evidence that you will do an excellent job in this aspect of a real-life strategy assignment.
A-	You have provided ample evidence that you will perform this aspect of a real-life strategy assignment very well.
B+	You have provided ample evidence that you will do a good job in this aspect of a real-life strategy assignment.
B	You have provided ample evidence that you will perform this aspect of a real-life strategy assignment at a fair level.
B-	You have acquired the minimum knowledge and skills in strategic management. You are likely to perform this aspect of a real-life strategy assignment adequately.
C	You appear to have acquired the minimum knowledge and skills in strategic management. However, you have not demonstrated that you can perform this aspect of a real-life strategy assignment at an acceptable level.
D	You have not demonstrated that you have acquired basic knowledge and skills in strategic management.
F	You did not submit this assignment.

5.3 Course Policies

As the business capstone course, the work load in this course is heavy. You should plan on spending about two hours of outside study for every hour you spend in the classroom.

Attendance at lecture sessions is optional, although you will benefit significantly from attendance during lectures. Attendance, is however, required during those class meetings when a case study is assigned for analysis and discussion. Unexcused absences adversely impact your class participation grade. To be considered "excused," you will need to send me prior notification of (together with a brief justification) your planned absence via e-mail, voice mail, or snail mail.

All your written work will be held to a professional standard of presentation, spelling (U.S. or U.K. spelling acceptable), and English usage. Papers not meeting such a standard are unacceptable, and will be graded downward accordingly.

No late papers will be accepted, except with prior approved arrangements with the instructor.

6. Daily Class Schedule

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
1 – 1/20	Introduction and Course Overview	
2 – 1/25	<p>THE CONCEPT OF STRATEGY</p> <p><u>Read:</u> (1) "Building Your Company's Vision" [TS, Reading 1]</p> <p>(2) "One More Time: What Business Are You In?" [TS, Reading 2]</p> <p>(3) "What is Strategy?" [TS, Reading 6]</p>	
3 – 1/27	<p>THE CONCEPT OF STRATEGY (Continuation)</p> <p><u>Read:</u> TS, Chapters 1 & 2</p>	
4 – 2/1		<p>STARBUCKS CORPORATION Online Case Study¹</p> <p><u>Assignment Questions:</u></p> <ol style="list-style-type: none"> 1. What grade would you give Howard Schultz for the job he has done as CEO of Starbucks? Be prepared to support your answer based on how well (or not so well) he has performed the five tasks of strategic management discussed in Chapter 1. 2. What was Howard Schultz's original strategic vision for Starbucks? Is his present strategic vision for Starbucks different from the one he had in the 1980s? How many times has his strategic vision changed? Is his present strategic vision likely to undergo further evolution? 3. What are the key elements of Starbucks's strategy as of 1998? Has the strategy evolved as the strategic vision has evolved? 4. What are the key policies, practices, and procedures that underlie how Howard Schultz and Starbucks's management have implemented and executed the chosen strategy? 5. What is your assessment of Starbucks's financial performance during the 1992-1997 period? Does the company's performance indicate that the strategy is working well? 6. What issues confront the company as of 1998?

¹URL: http://www.mhhe.com/business/management/thompson/11e/stud_online.html

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
		7. What recommendations would you make to Howard Schultz to sustain the company’s growth and support continued strong financial performance in the years ahead?
5 – 2/3		<p>ROCKY MOUNTAIN ADVENTURES, INC. Online Case²</p> <p><u>Suggested Focus:</u></p> <ol style="list-style-type: none"> 1. What are the defining characteristics of the outdoor recreation industry? What is the industry like? 2. What is competition like in the outdoor recreation industry? What competitive forces seem to have the greatest effect on industry attractiveness from the standpoint of outdoor outfitters and guides? 3. How is the outdoor recreation industry changing? What are the underlying drivers of change and how might those driving forces change outdoor outfitting? 4. What key factors determine the success of outdoor outfitters and guides? 5. What is Rocky Mountain Adventures’s strategy to compete in the outdoor recreation industry? Has the strategy been effective? 6. What are Rocky Mountain Adventures’s key resource strengths and weaknesses? What new market opportunities does the company have? What threats do you see to the company’s future well being? 7. Evaluate Rocky Mountain Adventures’s financial performance. How does the company compare against industry benchmarks? Should Dave Costlow and Bill Peisner be satisfied with the company’s performance? 8. How well do each of Rocky Mountain Adventures’s market opportunities fit with its resource strengths and competitive capabilities?

²URL: http://www.mhhe.com/business/management/thompson/11e/stud_online.html

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
		9. What recommendations would you make to Dave Costlow and Bill Peisner concerning the future of the company? What kind of financial performance will the company need to achieve to provide the partners with an acceptable return on investment? What are your financial projections for the next three years?
2/8	<p>ANALYZING THE INDUSTRY ENVIRONMENT <u>Read:</u> TS, Chapter 3</p> <p>EXTRA-CREDIT ASSIGNMENT for the assigned TS chapter due February 10. In your own words, explain the meaning and significance of any three (3) of the following terms: driving forces, strategic group mapping, experience curve, key success factors, long-term industry attractiveness, environmental scanning, and competitive strategy.</p>	
6 – 2/10	<p>ANALYZING RESOURCES AND CAPABILITIES <u>Read:</u> TS, Chapter 4</p>	
2/15	<p>NO CLASS TODAY. <u>Read:</u> (1) “Using Core Capabilities to Create Competitive Advantage” [TS, Reading 4] (2) “Looking Inside for Competitive Advantage” [TS, Reading 5]</p> <p>EXTRA-CREDIT ASSIGNMENT for <u>each</u> assigned TS reading due February 17.</p> <ol style="list-style-type: none"> 1. Briefly state the main idea of the author. 2. List three important facts that the author uses to support the main idea. 	
7 – 2/17	ANALYZING RESOURCES AND CAPABILITIES	

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
	<u>Read:</u> TS, Chapter 4	
8 – 2/22		DELL COMPUTER CORPORATION ³ <u>Suggested Focus:</u> <ol style="list-style-type: none"> 1. What is your evaluation of Michael Dell as CEO? How well has he performed the tasks of strategic management discussed in Chapter 1? 2. What are the elements of Dell's strategy? How well do the pieces fit together? Is the strategy evolving? 3. What does a SWOT analysis reveal about the attractiveness of Dell Computer's situation? 4. Has Dell's strategy resulted in a sustainable competitive advantage over its rivals? What is the basis for whatever competitive advantage it has? 5. What is your assessment of the company's financial performance the past five years? 6. What are Dell's chances for becoming the global market leader in PCs? Is its strategy potent enough to overtake IBM and Compaq Computer? 7. Would you buy stock in this company?
9 – 2/24	THE ANALYSIS OF COMPETITIVE ADVANTAGE <u>Read:</u> TS, Chapter 5 (EXCEPT pages 154-160)	
10 – 2/29	TEST # 1 <u>Coverage:</u> TS, Chapters 2, 3 & 4 TS, Readings 1, 2, 4, 5 & 6 Lectures to 2/17	
11 – 3/2	ORGANIZATIONAL STRUCTURE AND MANAGEMENT SYSTEMS <u>Read:</u> TS, Chapters 9 & 10	
12 – 3/7	INDUSTRY EVOLUTION; TECHNOLOGY-BASED INDUSTRIES AND THE MANAGEMENT OF INNOVATION <u>Read:</u> (1) TS, Chapter 6 (2) "Coping with Hypercompetition" [TS,	

³URL: http://www.mhhe.com/business/management/thompson/11e/stud_online.html

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
	Reading 7]	
13 – 3/9	VERTICAL INTEGRATION AND THE SCOPE OF THE FIRM <u>Read:</u> (1) TS, pages 154-160 (2) “Strategic Outsourcing” [TS, Reading 13]	
14 – 3/14		NINTENDO VS. SEGA (A): THE VIDEOGAME INDUSTRY (TS, Case 11) <u>Suggested Focus:</u> <ol style="list-style-type: none"> 1. What are the dominant business and economic characteristics of the videogame industry? What is the industry like? 2. What is competition like in the videogame industry? Which of the five competitive forces is the strongest? The weakest? 3. What driving forces do you see in this industry? How is the marketplace changing? What is causing the changes? 4. How would a strategic group map of this industry look like? 5. Which companies are in the strongest/weakest positions in the industry? Support your answer with a competitive strength assessment. 6. What strategic moves do you predict each of the six main competitors will make next? 7. What are the key success factors in the videogame industry? What will it take for a platform provider to be successful in this industry? 8. What factors make the industry attractive or unattractive to a videogame provider?
15 – 3/16		NINTENDO VS. SEGA (B): THE VIDEOGAME WARS (TS, Case 12) <u>Suggested Focus:</u> <ol style="list-style-type: none"> 1. What is Nintendo’s strategy? What is SEGA’s strategy? What similarities and differences do you see? 2. What internal strengths and weaknesses does Nintendo have? What are Nintendo’s opportunities and threats? 3. What internal strengths and weaknesses does SEGA have?

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
		<p>What are SEGA's opportunities and threats?</p> <ol style="list-style-type: none"> 4. Which of the two rivals is in the strongest overall competitive position? Do a weighted competitive strength assessment using the methodology described in Table 4.4 of Chapter 4 (page 128). 5. Which of the two competitors has turned in the best financial performance over the past two years? 6. How successful has SEGA been in competing with Nintendo? Is SEGA obsessed with defeating Nintendo? What factors account for your conclusion? 7. What are the strategic issues confronting SEGA? Confronting Nintendo? 8. What recommendations would you make to Mr. Yamauchi to help him maintain and solidify Nintendo's market leader position? How should Nintendo respond to SEGA's introduction of CD-ROM technology? What strategic options make the most sense? 9. What recommendations would you make to Mr. Nakayama to help achieve his grand strategy of building an entertainment empire and in the process beat out Nintendo? What moves should SEGA be preparing to make in anticipation of what Nintendo does?
16 – 3/21		<p>WRITTEN CASE ANALYSIS DUE TODAY.</p> <p>CORAL DIVERS RESORT (TS, Case 14) <u>Assignment:</u> Mr. Greywell has asked you to assess diving resort industry and to present him with a complete strategic plan (mission, vision, overall business strategy, moves to gain a competitive advantage, and functional area strategies) which he can use to turn the company around. Your report should include a complete industry and competitive analysis and company situation analysis.</p>

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
17 – 3/23		<p>THE LINCOLN ELECTRIC COMPANY, 1996 (TS, Case 27)</p> <p><u>Suggested Focus:</u></p> <ol style="list-style-type: none"> 1. Now that Lincoln Electric is a public company, does Lincoln's top management have a duty to maximize shareholder wealth? Is paying such large year-end bonuses to employees consistent with maximizing shareholder wealth? Who fared better in 1995—employees or shareholders? 2. What accounts for the high levels of worker productivity at Lincoln Electric? 3. Is Lincoln Electric's incentive compensation system strategy-supportive? Why or why not? 4. What are the benefits and risks of Lincoln's "promotion from within" policy? 5. What do you see as Lincoln Electric's resource strengths, organizational capabilities, and competencies? Do they constitute a competitive advantage? How easy would it be for competitors (or any other company) to try to copy or imitate these strengths and capabilities? 6. What is your assessment of the recent changes in strategy at Lincoln Electric? Do you foresee any problems in implementing and executing any of these changes? 7. What changes would you recommend in Lincoln's strategy or in its strategy implementation approaches?
18 – 3/28	<p>TEST # 2</p> <p><u>Coverage:</u> TS, Chapters 5, 6, 9 & 10</p> <p>TS, Readings 7, 12 & 13</p> <p>Lectures from 2/24 to 3/23</p>	
19 – 3/30		<p>ACER COMPUTER PRODUCTS (TAIWAN): SHORTENING THE PRODUCT DEVELOPMENT CYCLE (TS, Case 31)</p> <p><u>Suggested Focus:</u></p>

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
		<ol style="list-style-type: none"> 1. What characteristics of a high velocity industry does Acer have to contend with in the PC business? What does Acer do to cope with the pace of change in the PC marketplace? 2. How well do Acer's competitive capabilities match the competitive environment of the PC industry? 3. What does your flowchart of Acer's product development process look like? What are the key steps in the product development process and how long does it typically take to move from step to step? 4. Where are the bottlenecks in Acer's product development process? How could the process be reengineered to improve product development cycle times? Draw a flowchart of a possible reengineered process. 5. What difficulties might Acer incur in attempting to implement a reengineered process to shorten its cycle time? 6. What are your recommendations to Acer management to speed the company's development of portable computer products and to gain employee support for and commitment to such an effort?
4/4	<p>GLOBAL BUSINESS STRATEGY <u>Read:</u> TS, pages 185-200</p> <p>EXTRA-CREDIT ASSIGNMENT due April 6.</p> <ol style="list-style-type: none"> 1. Briefly state the main idea of the authors. 2. List three important facts that the authors uses to support the main idea. 	
20 – 4/6		<p>PEPSICO, INC. (TS, Case 19) <u>Suggested Focus:</u></p> <ol style="list-style-type: none"> 1. What is PepsiCo's corporate strategy? Briefly identify the business strategies that PepsiCo is using in each of its consumer business segments—Pepsi soft drinks, Frito-Lay, KFC, Pizza Hut, and Taco Bell.

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
		<ol style="list-style-type: none"> 2. What is your assessment of the long-term attractiveness of the industries represented in PepsiCo's business portfolio? 3. What is your assessment of the competitive strength of PepsiCo's different business units? 4. What does a 9-cell industry attractiveness/business strength matrix displaying PepsiCo's U.S. business units look like? Is its portfolio of international business units any more or less attractive than its portfolio of U.S. businesses? How attractive does PepsiCo's portfolio of businesses appear to be? 5. Does PepsiCo's portfolio exhibit good strategic fit? What value-chain match-ups among the businesses in PepsiCo's portfolio? What opportunities for skills transfer, cost sharing, or brand sharing do you see? 6. Does PepsiCo's portfolio exhibit good resource fit? What are the cash flow characteristics of each of PepsiCo's three segments? How do the cash flow requirements of PepsiCo's various restaurant concepts differ? Which businesses are cash hogs and cash cows? Do PepsiCo's international businesses have greater capital requirements than PepsiCo's domestic operations? 7. Based on the preceding analysis, what is your overall evaluation of PepsiCo's business portfolio? Is the portfolio providing company shareholders with a good return on investment? Does the future look as promising as it should? Why or why not? 8. What strategic actions should Roger Enrico take to rejuvenate PepsiCo's growth and earnings?
21 – 4/11	DIVERSIFICATION STRATEGY <u>Read:</u> TS, Chapters 7 & 8	
22 – 4/13		THE QUAKER OATS COMPANY, GATORADE, AND SNAPPLE BEVERAGE

MEETING – DATE	LECTURE TOPIC AND READING ASSIGNMENT	CASE STUDY ASSIGNMENT AND SUGGESTED FOCUS
		(TS, Case 16) <u>Suggested Focus:</u> 1. Is the New Age beverage market attractive for a company like Quaker Oats to enter? Why or why not? 2. Does the Snapple acquisition make good strategic sense for Quaker Oats? What pros and cons do you see? 3. Is there a good strategic matchup in the value chains for Gatorade and Snapple? Will Quaker Oats have any problem pairing its strategy for Gatorade with a strategy for Snapple? 4. Did Quaker Oats pay too much to acquire Snapple? Why or why not? 5. How many cases of Snapple beverages will Quaker Oats have to sell annually to earn a pre-tax return of 25% on its \$1.7 billion acquisition investment in Snapple? What strategy will Quaker Oats have to pursue to achieve these sales volumes?
4/17 - 4/21	SPRING RECESS	
23 – 4/25	FILM: “Quest for Excellence” [Instructor in Seoul for conference] <u>Extra Credit Assignment:</u> Based on the film, identify and briefly discuss three (3) characteristics of world-class companies. When discussing each characteristic, support it with information from the companies featured in the film. EXECUTIVE SUMMARIES (<u>HARD COPIES</u>) OF GROUP STRATEGY DEVELOPMENT PROJECT DUE TODAY.	
24 – 4/27	ORAL PRESENTATIONS OF GROUP STRATEGY DEVELOPMENT PROJECT: GROUPS 1-3 STUDENT EVALUATIONS TO BE ADMINISTERED TODAY.	
5/2 & 5/4	NO CLASSES – Instructor in Washington, D.C., for training course. FINAL REPORTS ON GROUP STRATEGY DEVELOPMENT PROJECT DUE ON 5/4. PLEASE SUBMIT TO THE OFFICE OF THE DEPARTMENT OF MANAGEMENT.	
25 – 5/9	ORAL PRESENTATIONS OF GROUP STRATEGY DEVELOPMENT PROJECT: GROUPS 4-6	
26 – 5/18	TEST # 3 <u>Coverage:</u> TS, pages 185-200, Chapters 7-8 <u>Schedule:</u> TTh 1400-1515 3:30-5:30 p.m. TTh 1530-1645 5:45-7:45 p.m.	