

ETM 525/625: Strategic Planning in Engineering Management

Fall 2018

Class Information

Instructor: Prof. Ron Khormaei

Email: khormaei@pdx.edu

Time: 5:30 pm to 9:10 pm

Day: Thursday

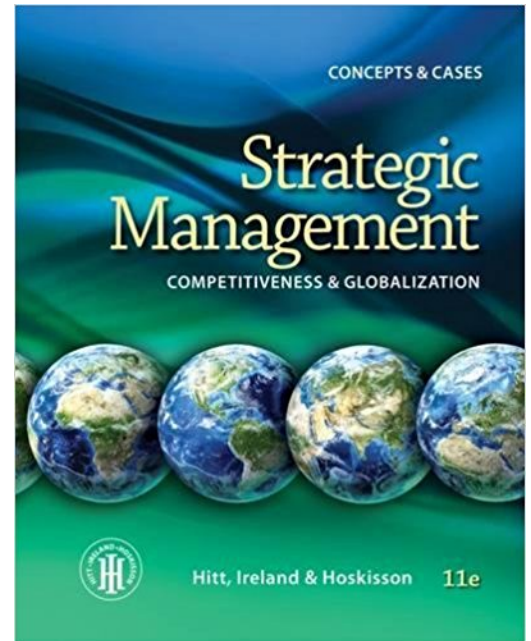
Place: Fourth Avenue Building (FAB) on the PSU Main Campus

Room: TBA

Class Website: <https://d2l.pdx.edu>

Office Hours: Before class or by arrangement

(TA: Pei Zhang; Email: zhangpei@pdx.edu)



Course Description

ETM 525/625: Strategic Planning in Engineering Management is a four-credit, Graduate-level course structured around 10 lectures, case studies, and a class project. This course provides practical tools and approaches, rooted in research, to develop strategic plans.

The course is aiming at managing direction and planning from a corporate, department, or a small company orientation in today's fast-paced "hyper-velocity" markets. One of the key questions to be addressed is "How can I develop a strategy when it is nearly impossible to identify a long-term competitive advantage?" The challenge is to be able to manage today to position the company to compete in an essentially unknowable future.

Course activities include selected readings from "[Strategic Management: Competitiveness and Globalization- Concepts and Cases \(11th Edition\)](#)" by Hitt, Ireland and Hoskisson, supplemented by selected case studies that from the textbook. There is also a team class project that is designed to enable the participants to develop a corporate strategic plan that uses the concepts learned in the course and apply them to a real case. The course is designed to emphasize planning for implementation while minimizing risk, in a fluid environment.

Defining one's strategy is necessary, but often insufficient to assure success. The challenge is planning for effective implementation and rapid adaptation in the face of fast-changing technologies and markets.

Course Objectives

After completing the readings, lectures, and assignments, the student will be able to:

- Organize the overall flow of a new or updated strategic plan for a company or organization (Identify vision and mission of an organization or company, recognize the strategic planning life cycle with sense

of sustainable development, find different opportunities and risks for local and global businesses under different conditions, and produce the strategic plan).

- Be able to use one of the five approaches to building strategies.
- Explore internal and external cultural characteristic that affect competition in a rapidly changing environment, and try to have a holistic view of the business environment, while accepting different perspectives from stakeholders.
- Recognize the proper level of planning, and identify tools that allow visibility into the “fuzzy future.”
- Understand the concepts of continual reinvention and patching to take maximum advantage of market opportunities.
- Be able to apply the right approach and set of questions based on the size, timing horizon, and goals of the organization.
- Build up systematical thinking of using strategic planning frameworks and decision-making tools as the core competency as a technology manager/strategic planner.

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Required Textbook

Strategic Management: Competitiveness and Globalization- Concepts and Cases, 11th Edition by Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, 2015. ISBN: 978-1285425177.

Required Case Studies (all from the textbook)

- Case 1: Ally Bank
- Case 3: Avon
- Case 4: Black Canyon Coffee
- Case 5: Blue Nile, Inc.: “Stuck in the Middle” of the Diamond Engagement Ring Market
- Case 8: Chipotle: Mexican Grill, Inc.: Food with Integrity
- Case 9: Columbia Sportswear
- Case 10: Finding Community Solutions from Common Ground: A New Model to End Homelessness
- Case 12: Facebook
- Case 14: Harley-Davidson: Strategic Competitiveness that Spans Decades
- Case 17: Will J. C. Penny Strike Gold with Its New Strategy?
- Case 21: Logitech: Finding Success through Innovation and Acquisition
- Case 25: Research in Motion
- Case 26: Sirius XM Radia Canada
- Case 29: Tesla Motors: Charging into the Future?

Optional Supplemental Readings/Materials

1. **The Strategy Process: Concepts, Contexts, Cases, 5th edition** by Joseph Lampel; Henry Mintzberg; James Brian Quinn; James Brian Quinn, Pearson, 2014, ISBN: 978-0273716280
2. **Are You a Strategist or Just a Manager?**, Hans H. Hinterhuber; Wolfgang Popp, Harvard Business Review, 1/1/92.
3. **BioGen Unchained**, Bovet, D.; Martha J.; Harvard Business Review, F00305, (Pub 5/1/00) 1p.
4. **Samsung Electronics**, Jordan Siegel; James Jinho Chang, Harvard Business School, Revision 2/27/09.
5. **Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant**, 6. **Get The Strategic Sequence Right**, W. Chan Kim; Renee A. Mauborgne, Harvard Business Press Chapters, 2/3/15.
6. A good introduction/stimulator could be the old Apple video – “**Knowledge Navigator**” made in 1987! – <http://www.youtube.com/watch?v=HGYFEI6uLy0>
7. The more recent (circa 2009) “**The World in 2030**” – <http://www.youtube.com/watch?v=219YybX66MY>
8. **Bringing science to the art of strategy**, A.G. Lafley; Roger L. Martin; Jan W. Rivkin; Nicolaj Siggelkow, Harvard Business Review, 9/1/12.
9. **Racing for Growth: An Interview with PerkinElmer’s Greg Summe**, Greg Summe; Hollis Heimbouch, Harvard Business Review, 11/1/00.
10. **Cray Research, Inc.**, Francis J. Aguilar; Caroline E. Brainard, Harvard Business School, 6/30/86.
11. **Note on the Boston Consulting Group Concept of Competitive Analysis and Corporate Strategy**, John S. Hammond; Gerald B. Allan, Harvard Business School, Revision 4/1/83.
12. **Revitalizing Dell**, Jan W. Rivkin, Harvard Business School, 2/14/2010.
13. **Power of Virtual Integration: An Interview with Dell Computer’s Michael Dell**, Michael Dell; Joan Magretta, Harvard Business Review, 3/1/98.
14. **Amgen, Inc.: Planning the Unplannable**, Nitin Nohria; James D. Berkley, Harvard Business School, 3/12/92.
15. **Scientific Management at Merck: An Interview with CFO Judy Levant**, Judy Lewent; Nancy A. Nichols, Harvard Business Review, 1/1/94.
16. **Living on Internet Time: Product Development at Netscape, Yahoo!, NetDynamics and Microsoft**, Marco Iansiti; Alan MacCormack, Harvard Business School, Revision 6/30/99.
17. **3M Optical Systems: Managing Corporate Entrepreneurship**, Christopher A. Bartlett; Afroze Mohammed, Harvard Business School, Revision 5/28/99.
18. **Intel Corporation: 1968-1997**, David J. Collis; Gary P. Pisano; Peter Botticelli, Harvard Business School, Revision 5/22/08).
19. **Intel Corporation 2005**, David B. Yoffie; Michael Slind, Harvard Business School, 10/12/05.
20. **How to Use Strategy Maps to Achieve Long-Range Objectives**, Francis J. Gouillart, Harvard Business Publishing Newsletters, 9/15/00.
21. **Using the Balanced Scorecard as a Strategic Management System**, Robert S. Kaplan; David P. Norton, Harvard Business Review, 7/1/07.
22. **The Importance of Being Strategic**, Michael E. Porter; Harvard Business Publishing Newsletters, 3/15/02.
23. **Strategic Intent**, Gary Hamel; C.K. Prahalad, Harvard Business Review, 7/1/05.
24. **Apple Computer 2006**, David B. Yoffie; Michael Slind, Michael; Harvard Business School, Revision 5/30/07.
25. **The Art of War**, Sun-Tzu; China, 5th Century B.C. (or any of the translation!)

Some Harvard Business Review Articles may be downloaded for free through the PSU library.

Assignments

Submissions

Your completed assignments are due at the beginning of each class session. Specific submission instructions will be included in all assignment instructions.

Late Policy

You are expected to turn in assignments on time. If you think you will be unable to complete an assignment on time, please email the professor in advance. Otherwise you will receive a grade of "0" for that assignment.

Note that late assignments could get only a percentage of the grade.

Plagiarism

You should note that using information without attributing it to its source constitutes plagiarism. In this course, you will do research and use a variety of media to complete assignments. If material is quoted directly from any source, the source must be cited in your deliverable. (Check with the professor if you are unsure of the citation formatting or placement. The acceptable citation style is IEEE style.) The source of non-quoted information or statistics used in support of any point must also be cited, including information from websites and other online sources. Any submission that is not properly documented will receive a grade of "0."

Preparation

You will be expected to prepare for class by reading the assigned materials and completing project and group work as assigned. Although you are expected to be familiar with all the concepts and terminology introduced in the readings, you will not be required to memorize detailed information. You must be able to intelligently discuss the patterns, concepts, strategies, etc. described in each chapter of the text. You must also be familiar with the case studies throughout the book, as well as the case studies. Finally you are expected to listen to the lectures each week, understand the concepts that are presented and contribute to the class discussion. Material presented during the lecture parallels the text and the historical studies, but frequently contains additional material not covered in these sources.

Written Assignments

There are weekly reading assignments from both the text and selected case studies. The written assignment is to be turned in by the next session.

The written assignments are 7 reading summaries and 1 case study:

- Reading summaries will be only **1 page long**, including a summary key learning points, any open questions you are left with and a little implication regarding your own experiences. Please feel free to use the "Review Questions" at the end of each chapter as a hint.
- Case studies will be **3~5 pages**. All the cases are from the textbook, and the assignment will include a summary of the case, analysis the case with the course contents, and a related follow-up study with either additional relevant literature or your implications.

Evaluation

The course evaluation will be determined as follows:

- 15% Individual Case Study Written Assignments (1 per term)
- 28% Individual Reading Summary Written Assignments (7 per term cumulatively, 2% each)
- 45% Team Project
- 12% Individual Class Participation

This course is not about number of pages, hours in class, or number of emails. It is about ideas, concepts, and communication. The grade will reflect your ability to understand ideas and communicate them to the rest of the class and the professor. The LAST week for submitting all the Case Studies will be Week 8. The LAST week for submitting all the Reading Summaries will be Week 9. We will highly recommend that you will divide your submissions along the term, associate with the progress of the course contents. DO NOT submit all the assignments all together in 1 or 2 weeks.

About The Professor

Dr. Ron Khormaei is VP of Engineering at SawStop, responsible for innovative safety in woodworking tools, and the President of ADN Management Solutions, LLC which provides Business and Operations consulting to growing technology companies. He is also an Associate Professor at Portland State University with courses and research in Technology Management and New Product Development areas. His work and classes specifically cover technology strategy, roadmaps, and new product generation. Dr. Khormaei has held CEO and VP of Engineering roles at several NW companies. He started his career at Planar Systems in Beaverton, Oregon, leading development of advanced displays. After Planar, he held various management roles for 13 years in Hewlett-Packard and led technology developments resulting in numerous consumer and commercial products. His last role at HP was Director of Engineering at company's OEM Printer Division where he managed a global engineering team of over 100 and multiple external design partners. After HP, Dr. Khormaei became the Director of Engineering at Logitech's Audio Business before taking on various VP and CEO roles at smaller local companies. He earned a Ph.D. in Electrical Engineering from Oregon State University in 1995. He has led multidisciplinary development programs, involving global teams, in consumer electronics systems and imaging development areas. He has served on multiple Advisory Boards and taught graduate-level courses at universities including Oregon State, UC-Riverside, and Portland State University. He has been awarded 2012 OSU Academy of Distinguished Engineers recognition, published over 30 papers, and has over 12 US patents.



Class Outlines and List of Assignments



Unit 1 - Setting the Stage – Chapter 1: Strategic Management and Strategic Competitiveness

Learning Objectives:

After completing this unit, you will be able to:

- Gain a definition of strategy with the preconceived concepts of strategy.
- Define strategic competitiveness, strategy, competitive advantage, above-average returns, and the strategic management process.
- Describe the competitive landscape and explain how globalization and technological changes shape it.
- Use the industrial organization (I/O) model to explain how firms can earn above-average returns.
- Use the resource-based model to explain how firms can earn above-average returns.
- Understand the difference between strategy and tactics, describe the philosophy, vision, and mission; and discuss their values.
- Define internal and external cultural factors and stakeholders; describe their ability to influence organizations.
- Describe the work of strategic leaders and how to affect strategy at multiple levels through cultures, strategies, and strategic, operational change for competitive advantage.
- Explain the strategic management process and consider some alternative approaches to define strategy
 - Five Forces - Discussion of Five Forces Strategy Perspective (Chapter 2)
 - Core Competence (Chapter 4)
 - Portfolio Analysis (Unit 4)
 - Game Theory

Assigned Reading:

1. [Strategic Management: Competitiveness and Globalization: Preface, Chapter 1](#)

Optional Submission: Chapter 1 Reading Summary

Invited Speaker:

Unit 2 – Understanding the Environment – Chapter 2-1: The External Environment: Opportunities and Threats

Learning Objectives:

After completing this unit, you will be able to:

- Explain the importance of analyzing and understanding the firm’s external environment.
- Define and describe the general environment and the industry environment.
- Discuss the four parts of the external environmental analysis process.
- Name and describe the general environment in seven segments.
- Configure an organization for agility and innovation in the proper segment of the general business environment.
- Learn the difficulties of sustaining a single competitive advantage under the different parts or segments of the external environment.

Assigned Reading:

1. Strategic Management: Competitiveness and Globalization: Chapter 2
2. **Case Study (pick one):**
 - Case 4: Black Canyon Coffee
 - Case 9: Columbia Sportswear

Optional Submissions:

- Case Study Writing Assignment (Either Case 4 or Case 9);
- Chapter 2 Reading Summary

Invited Speaker: Executives from selected companies

Unit 3 – Understanding the competition – Chapter 2-2: The External Environment: Industry Competition and Competitor Analysis

Learning Objectives:

After completing this unit, you will be able to:

- Identify the five competitive forces and explain how they determine an industry’s profitability potential.
- Define strategic groups and describe their influence on firms.
- Describe what firms need to know about their competitors and different methods (Including ethical standards) used to collect intelligence about them.
- Consider how to Position the business
 - Start-Up
 - Small to Mid-Size single business
 - Multi-product/multi-business
 - Interaction and synergies

Assigned Reading:

1. Strategic Management: Competitiveness and Globalization: Chapter 2
2. Case Study (pick one):
 - Case 1: Ally Bank
 - Case 10: Finding Community Solutions from Common Ground: A New Model to End Homelessness

Optional Submissions:

- Case Study Writing Assignment (Either Case 1 or Case 10)
- Chapter 2 Reading Summary

Invited Speaker:**Unit 4 – Understanding Yourself -- Chapter 3: The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages****Learning Objectives:**

After completing this unit, you will be able to:

- Explain why firms need to study and understand their internal organization.
- Define value and discuss its importance.
- Describe the differences between tangible and intangible resources.
- Define capabilities and discuss their development.
- Describe four criteria used to determine whether resources and capabilities are core competencies.
- Explain how firms analyze their value chain in determining where they can create value when using their resources, capabilities, and core competencies. Understand the concept of Core Competence:
 - Organizational capabilities
 - Technology
 - Experience or history
- Define outsourcing and discuss reasons for its use.
- Discuss the importance of identifying internal strengths and weaknesses.
- Discuss the importance of avoiding core rigidities.
- Understand Portfolio Analysis
 - Cash Flow Potential
 - Relative Market Share
 - Market Growth Potential
 - Investment Strategy
 - Defense – Identify and fill significant gaps
 - Offense – Identify and prioritize future opportunities
 - Cash Flow to Drive Growth
- Manage to Maximize Synergy

- Levels of the decision on collaboration
- Value of the choices
- Stars and Lockstep Traps

Assigned Reading:

1. Strategic Management: Competitiveness and Globalization: Chapter 3
2. Case Study:
 - Case 8: Chipotle: Mexican Grill, Inc.: Food with Integrity
 - Case 12: Facebook

Optional Submissions:

- Case Study Writing Assignment (Either Case 8 or Case 12)
- Chapter 3 Reading Summary

Invited Speaker:

Unit 5 – Take Actions: Strategy Formulation – Chapter 4: Business-Level Strategy

Learning Objectives:

After completing this unit, you will be able to:

- Define business-level strategy.
- Discuss the relationship between customers and business-level strategies in terms of who, what, and how.
- Explain the differences among business-level strategies.
- Use the five forces of competition model to explain how above-average returns can be earned through each business-level strategy.
- Describe the risks of using each of the business-level strategies.
- Understand another alternate strategy approach: Game Theory
- Profit from a Company's historical development starting from the past collection of successes and failures.
- Explore Several Different Ways to Operationally Implement Strategic Marketing Paths:
 - Going Direct – Coca-Cola and Dell
 - Plan for Make or Buy Decisions – Strategies of Vertical Integration Vs. Virtual Integration
 - Maximizing Value Added – Criteria for what or when
 - Internal Production Vs. Outsourcing
 - Internal Investment Strategy
 - Prioritizing Investments
- Introduction of Balanced Scorecard:

- Understand how to establish some metrics for your strategic plan;
- Make sure that your plan involves actionable elements for all segments of the company;
- See where you can measure “where you want to go” Vs. “Where you actually are”.

Assigned Reading:

1. Strategic Management: Competitiveness and Globalization: Chapter 4
2. Case Study:
 - Case 3: Avon
 - Case 29: Tesla Motors: Charging into the Future?

Optional Submissions:

- Case Study Writing Assignment (Either Case 3 or Case 29)
- Chapter 4 Reading Summary

Invited Speaker: TBD

Unit 6 – Understanding your competitors – Chapter 5-1: Competitive Rivalry

Learning Objectives:

After completing this unit, you will be able to:

- Define competitors, competitive rivalry, competitive behavior, and competitive dynamics.
- Describe market commonality and resource similarity as the building blocks of competitor analysis.
- Explain awareness, motivation, and ability as drivers of competitive behavior.
- Integrate the thinking and analysis of the company’s competitive behavior:
- Inventory the current state of the company
 - Past History
 - Culture and Structure
 - Personnel – The Long and Short of it
 - Previous Markets and Customers
- Understand The Company Today
 - Definition – Philosophy and Vision
 - Personnel – Core Competence
 - Markets and Customers
 - Operational Tactics
- Decision Making
 - Analyze the current market position and then move to strengthen it
- Product Portfolio Analysis
 - Defense – Identify and Fill Significant Gaps

- Offense – Identify and Prioritize Future Opportunities
- Cash Flow to Drive Growth
- Extend the planning time horizon
 - Probing
 - R&D
 - Strategic Alliance – Customers, Suppliers and Universities
- Re-examine the true meaning and implementation of Strategy
 - The Balanced Scorecard
 - Strategy Vs. Operational Excellence

Assigned Reading:

1. Strategic Management: Competitiveness and Globalization: Chapter 5
2. Case Study:
 - Case 5: Blue Nile, Inc.: “Stuck in the Middle” of the Diamond Engagement Ring Market
 - Case 21: Logitech: Finding Success through Innovation and Acquisition

Optional Submissions:

- Case Study Writing Assignment (Either Case 5 or Case 21)
- Chapter 5 Reading Summary

Invited Speaker: TBD

Unit 7 – Continued with Strategic Actions – Chapter 5-2: Competitive Dynamics

Learning Objectives:

After completing this unit, you will be able to:

- Discuss factors affecting the likelihood a competitor will take competitive actions.
- Describe factors affecting the likelihood a competitor will respond to actions taken by its competitors.
- Explain competitive dynamics in slow-cycle, in fast-cycle, and in standard-cycle markets.
- Consider ways to involve the future in today
- Plan in the absence of “hard” predictive data
- Use low-impact inexpensive experiments
 - “probing”
- Pursue Strategic Alliances as a “Window into the Future”
- Incentivize for the future
 - the 15% rule
- Foster Creativity and Agility - Managing the High Tech Professional

- Understand the natural evolution of technology-driven markets;
- Be familiar with performance-driven markets and commodity markets;
- Understand one high-tech company's strategy to succeed in changing markets and become aware of trends in the high-tech industry.

Assigned Reading:

1. Strategic Management: Competitiveness and Globalization: Chapter 5
2. Case Study:
 - Case 14: Harley-Davidson: Strategic Competitiveness that Spans Decades
 - Case 25: Research in Motion

Optional Submissions:

- Case Study Writing Assignment (Either Case 14 or Case 25)
- Chapter 5 Reading Summary

Invited Speaker:

Unit 8 – Understanding the Organizational Structure – Chapter 11 Organizational Structure and Controls

Learning Objectives:

After completing this unit, you will be able to:

- Define organizational structure and controls and discuss the difference between strategic and financial controls.
- Describe the relationship between strategy and structure.
- Discuss the functional structures used to implement business-level strategies.
- Explain the use of three versions of the multidivisional (M-form) structure to implement different diversification strategies.
- Optimize planning effectiveness where possible by using time-paced rhythm
- Managing Transitions
 - Setting the internal pace
 - Event versus Time Driven
- Utilize Mentoring and Political Advocacy
- Effectively Implement of Strategy

Assigned Reading:

1. Strategic Management: Competitiveness and Globalization: Chapter 11

2. Case Study:

- Case 17: Will J. C. Penny Strike Gold with Its New Strategy?
- Case 26: Sirius XM Radia Canada

Optional Submissions:

- Case Study Writing Assignment (Either Case 17 or Case 26)
- Chapter 11 Reading Summary

Invited Speaker: TBD

Unit 9 – Start Your Own Business – Chapter 13: Strategic Entrepreneurship

Learning Objectives:

After completing this unit, you will be able to:

- Define strategic entrepreneurship and corporate entrepreneurship.
- Define entrepreneurship and entrepreneurial opportunities and explain their importance.
- Define invention, innovation, and imitation, and describe the relationship between them.
- Describe entrepreneurs and the entrepreneurial mind-set.
- Explain international entrepreneurship and its importance.
- Describe how firms internally develop innovations.
- Explain how firms use cooperative strategies to innovate.
- Describe how firms use acquisitions as a means of innovation.
- Explain how strategic entrepreneurship helps firms create value.
- Planning in the Internet Speed:
 - Follow a Company's commitment to the future - product renewal
 - Manage the Present to be positioned to take advantage of today and tomorrow
 - Develop Products in Fast Changing "Hyper - velocity" markets
 - Understand "Gate Processes" versus Internet-time driven development processes
 - Linear Vs. simultaneous Vs. overlap

Assigned Reading:

1. Strategic Management: Competitiveness and Globalization: Chapter 13

Optional Submissions (On Week 9):

- Chapter 13 Reading Summary

Invited Speaker:

ETM 525/625 Class Schedule

Date	Week	Lecture Topic	Book Chapter	Case Study	Project Comments/Assignments
9/27	1	Unit 1 - Setting the Stage	Syllabus Chapter 1: Strategic Management and Strategic Competitiveness	Teams are formed, target companies to emulate selected, and roles within teams assigned. No Written Case Study	There will be 3-5 members per team. The team will select from the companies assigned for this course or a public company of choice. The class project will leverage the course materials and class teachings. Submit your team members, company, and general plans to the instructor by end of class.
10/4	2	Unit 2 – Understanding the Environment	Chapter 2-1: The External Environment: Opportunities and Threats	Case 4 Black Canyon Or Case 9 Columbia Sportswear	Finalize target organization and framework. 10 min update presentation per team (including Q&A) Submit Reading Summary of Chapter 1 and Case Study if you would like.
10/11	3	Unit 3 – Understanding the Competition	Chapter 2-2: The External Environment: Industry Competition and Competitor Analysis	Case 1 Aily Bank Or Case 10 Common Ground	10 min update presentation per team. Submit Reading Summary of Chapter 2 and Case Study if you would like.
10/18	4	Unit 4 – Understanding Yourself	Chapter 3: The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages	Case 8 Chipotle Or Case 12 Facebook	10 min update presentation per team. Submit Reading Summary of Chapter 3 and Case Study if you would like.
10/25	5	Unit 5 – Take Actions: Strategy Formulation	Chapter 4: Business-Level Strategy	Case 3 Avon Or Case 29 Tesla	10 min update presentation per team. Submit Reading Summary of Chapter 4 and Case Study if you would like.
11/1	6	Unit 6 – Understanding your Competitors	Chapter 5-1: Competitive Rivalry	Case 5 Blue Nile Or Case 21 Logitech	30 min update presentations. Submit Reading Summary of Chapter 5 (5-1~5-3) and Case Study if you would like.
11/8	7	Unit 7 – Continued with Strategic Actions	Chapter 5-2: Competitive Dynamics	Case 14 Harley-Davidson Or Case 25 RIM	30 min update presentations (Continued) Submit Reading Summary of Chapter 5 (5-4~5-7) and Case Study if you would like.
11/15	8	Unit 8 – Understanding the Organizational Structure (if time: Unit 9 – Ch13: Strategic Entrepreneurship)	Chapter 11: Organizational Structure and Controls	Case 17 J. C. Penny Or Case 26 Sirius	Submit Reading Summary of Chapter 11 and Case Study if you would like.
11/22	9	(Thanksgiving Holiday)		(No-Class)	
11/29	10	Final review/presentation		Team presentations	The report should be a professional strategic plan that can be presented to top management. Include an executive summary and table of contents in the report.
12/6	11	(No Lecture)		Final reports	Completed report from each team to