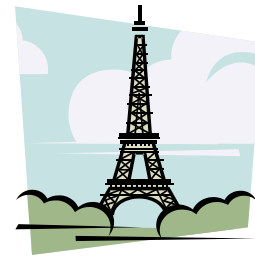




**DEPARTMENT OF STRATEGIC  
MANAGEMENT AND PUBLIC POLICY**



<b>COURSES</b>	<b>MBAD 6286 and SMPP 6297, in Washington and Paris</b>
<b>TITLES</b>	<b>STRATEGIC MANAGEMENT CORPORATE STRATEGY IN THE EU</b>
<b>COURSE DESCRIPTION</b>	Strategic management involves designing competitive business and corporate strategies that fit the firm's external environment, then making managerial decisions to carry out these strategies. This capstone course, MBAD 6286, will develop your skills in diagnosing external opportunities and challenges, and formulating strategies to take advantage of external forces and firm capabilities. The special section SMPP 6297 will focus on the unique challenges of managing corporate strategy in the harmonizing EU markets. The program will have five and weeks of coursework on the GW campus followed by an intensive week-long international experience in Paris.
<b>PREQUISITES</b>	Completion of the MBA core or permission of instructor
<b>PROFESSOR</b>	<b>Dr. Joel Cook</b> , Associate Professor, Strategic Management and Public Policy OFFICE: Fungler 613 PHONE: (202) 994-6619 EMAIL: <a href="mailto:jwcook@gwu.edu">jwcook@gwu.edu</a> Office Hours: 5-6pm Mondays and Wednesdays
<b>COURSE TIMES</b>	Course meets on Mondays and Weds, 6-9pm (May 20-June 17) and six days in Paris (June 23 to June 28, schedule TBA).
<b>REQUIRED TEXTS</b>	Readings and handouts as provided by the instructor
<b>COURSE METHODS</b>	Readings, cases and lectures introduce principles and analytical tools used for strategic decision-making. You will then apply these tools in short readings and cases. Topics include analyzing industries and competitors, understanding the effectiveness of various corporate strategies, choosing business level strategies, and implementing chosen strategies in the organization, exploring EU directives, examining most attractive EU member states, and finally research and analysis of companies to be visited and their industries. Discussion and cases will focus on strategy in a variety of global settings, but with major focus on the EU.

An important part of the course is the analysis of business case studies. Short cases are used to bring narrow concepts quickly to life; major cases are done generally to illustrate a major segment of the course. Through the use of these cases, and the lectures and class discussions that frame the cases, students will develop the understanding of the issues general managers face in creating and implementing strategy in a variety of industry contexts and global settings. Whenever possible, examples in the EU will be used.

In addition, individuals will be required to do country studies of the EU member states with emphasis on the comparative advantage of the country (in particular identifying strong industries and national champions), export/business opportunities for firms not currently doing business in those member states, and cross-cultural differences in business practices. In addition, teams will research important EU issues and their implications for the EU going forward. Further, teams will prepare research papers on the companies to be visited in Paris. These individual and team papers will serve as critical background preparation materials so that we will be properly prepared to project a knowledgeable and professional image to our Paris hosts.

## **ASSIGNMENTS and GRADING**

### **CLASS PARTICIPATION:**

**50 POINTS**

Verbal communication is an important attribute of business professionals. Therefore, participation is extremely important in a class devoted to managing the strategy of the firm. You will be evaluated on your contributions to case discussions, interactive lectures, and short presentations in class. Your performance will be evaluated after each day of class. You cannot achieve a high level of performance unless you have prepared the readings and cases for class prior to the day they are assigned.

### **EXAMINATION:**

**150 POINTS**

There will be one examination given during the course. It will be a case exam.

### **EU COUNTRY STUDIES PRESENTATION:**

**50 POINTS**

Each student will be randomly assigned to develop a country study on one of the twenty-seven member states of the EU. Emphasis will be on industries where the country holds competitive advantage, identification of national champions, and brief description of cross-cultural business practices that would be important for executives to understand. A ten-minute presentation will be made to class on the next to last class day on campus. Copies on three-hole punch paper will also be provided to each member of the study abroad Paris Program.

### **TEAM RESEARCH PRESENTATION ON PARIS COMPANIES:**

**50 POINTS**

Each team of students will develop background materials for one of the major companies visits that will occur in Paris. This information will be provided to each member of the study abroad Paris program. The information will cover not only the company but major trends in the industry (ies) and brief description of competitors.

**TEAM EU ISSUES PRESENTATION:****50 POINTS**

Each team will be assigned an important EU issue that is a critical economic component of the EU (EU Institutions, EU Competition Commission, EU sovereign debt crisis, EU banking directives and Basel regulations, EU Environmental policies, etc). The information will provide useful background to the current status of a single market in the EU.

**INDIVIDUAL PAPERS: DUE SATURDAY JULY 5, 2014****50 POINTS**

You are responsible for listening carefully and asking good questions of all speakers–this is part of your participation score. In addition, you will turn in a “lessons learned paper addressing what you learned related to the course from our guest speakers and corporate visits.

**GRADES****MBAD 6286/SMPP 6297**

<b>A</b>	<b>372-400</b>
<b>A-</b>	<b>360-371</b>
<b>B+</b>	<b>348-359</b>
<b>B</b>	<b>332-347</b>
<b>B-</b>	<b>320-331</b>
<b>C+</b>	<b>308-320</b>
<b>C</b>	<b>292-307</b>
<b>C-</b>	<b>280-291</b>
<b>F</b>	<b>279 and below</b>

## CLASS SCHEDULE ON GW CAMPUS

Date	Topic	Reading/Handouts*	Case Handouts
May 19, 2014	External Analysis--Industry Entry Barriers and Exit Barriers	Entry Barriers in Japanese Brewing Industry	
May 21, 2014	Pre-Departure Orientation—Study Abroad  External Analysis: Rivalry and Power of Buyers and Suppliers	Dirty Secrets in Soap Prices, EU Fines Unilever and P&G, Boom and Bust in Telecommunications, Price Wars in the Breakfast Cereal Industry, WalMart's Bargaining Power, Unilever in Stand Off with retailer	
May 28, 2014	External Analysis—Industry Analysis of substitutes, complementors, strategic groups and globalization  Begin Corporate Strategy—Single Business	Finland's Nokia  Horizontal Integration in Healthcare	Industry Cases: Mondavi and the Global Wine Industry
June 2, 2014	Corporate Strategy— Vertical Integration, Diversification— Related, Linked, and Conglomerate  Competitive Strategy— Generic strategies	Specialized Assets in the Aluminum Industry, Zara, Related Diversification at Intel  Ryan Air, Burberry	Corporate Strategy Case: Then Came Branson—Virgin Group
June 4, 2014	Strategy Execution—Guest Lecturer, Dr. Deborah Smith Cook, Dean, Securities and Investor Protection, Securities and Exchange Commission	Localization at IKEA, Merrill Lynch in Japan, Nestle's Matrix Structure, MTV, Evolution of Strategy at P&G	
June 9, 2014	Team presentations on EU Institutions/Issues and Corporate Site Visits	Presentations 6-11PM	
June 11, 2014	Individual presentations on EU countries	Presentations 6-11PM	
June 16, 2014	Exam, 6-10pm	Case exam	

\*Other handouts will be provided based upon current events in the EU

## **JOEL W. COOK**

Associate Professor of Strategic Management and Public Policy  
Howard Rubin Professorial Fellow  
The George Washington University School of Business

Dr. Cook holds a DBA in strategic management from Indiana University, an MBA from Tulsa University, and a BS in Mechanical Engineering from Oklahoma State University. His current research interests focus on corporate strategy in the EU and business strategies in renewable energy resources. In addition, he has done work on the competitive strategy of firms in the inner city and has authored/coauthored a series of cases for the GW International Case Competition including the National Public Radio, METRO, Habitat for Humanity International, the Corcoran Gallery of Art, WETA, Economic Development in DC, the John F. Kennedy Center and the National Symphony. He currently is working on a series of cases on renewable energy resources including wind power and biofuels.

Dr. Cook has performed a variety of administrative tasks in academe and the private sector. His university experience include dean's roles (both undergraduate and graduate), director of a research center, director of international programs, director of planning, director of a summer institute and director of a graduate executive program. He developed the GWSB Paris Study Center and has led numerous study abroad groups in Europe including seven groups from the PMBA program to Paris. In the private sector, he has been a central office switch engineer, a sales engineer and a product manager.

His executive development work includes strategic planning seminars at GW, Maryland, and Texas A&M, consulting with a variety of energy companies, service companies, and ngos, as well as 20 years teaching the capstone strategic management residency with the Executive MBA program at GW.

Dr. Cook has won numerous awards including teaching awards, the Board of Advisors Award (highest level award at GW School of Business), the George Washington Award (highest level university award at GW) and most recently, the Howard Rubin Professorial Fellowship.

Dr. Cook has two sons, recent college graduates, and a spouse who also holds a DBA in Strategic Management from Indiana University and who works at the Securities and Exchange Commission.

## FINAL SCHEDULE IN PARIS 2014

<b>Date</b>		<b>Event/Location</b>	<b>Organization</b>	<b>Assignments/Notes</b>
June 22 Sunday	2pm  Optional	Walking Tour (optional) Meet at St. Germain des Pres. This abbey is the oldest continuous church in Paris  (Metro : St. Germain des Pres or Mabillon)	Stroll to St. Sulpice (the cathedral of the Left Bank), to Luxembourg gardens, Sorbonne, past Musee Cluny, the Seine, Notre Dame, on to the Ile St. Louis for Berthillion ice cream.	Your Paris Guide books (bring good walking shoes and perhaps sunscreen and a hat—easy to burn in the summer)
	7pm  Meet at St. Germain des Pres, the abbey SGDP	Opening Dinner (sport coat/tie/dress) -please be ten minutes early to St. Germain des Pres (SGDP) abbey so we can walk together  Alcazar 62 rue Mazarine (Metro : St. Germain des Pres or Mabillon)		
June 23 Monday	9:00  Meet at SGDP By 8 :45am	Elodie Nowinski Director Graduate Program in Marketing and Research  Classroom S-08 56 rue Jacob  (Metro : St. Germain des Pres)	Institut d'Etude Politiques (Sciences-Po)	<b>Gift: Romaine**</b>
	10 :00	Craig Pooler, Managing Partner	Lafayette Partners	Review Fin Services briefing and sovereign debt crisis <b>Gift: Davis</b>
	11:30	Pascal Ozanne, Director for Marketing, Southern Europe  Citrix	Citrix	<b>Gift: McNeil**</b>
	Lunch	Local lunch, sandwich from shop or quick food place		
	2:00	Eric Pradier VP and Managing Partner, EMEA Hewlett Packard	Hewlett Packard	<b>Gift: Fegin**</b>
	4:30	Alexandra Esti Deputy Head OECD Countries Research BNP Paribas  (GW alum, Corine Spier,	BNP Paribas	Review sovereign debt crisis and financial services briefing  <b>Gift: Blandon**</b>

		Director, Regional Sales, BNP Cash Management )		<b>Gift: Cui**</b> <b>(If Corine makes it)</b>
		Walk to the Reception with graduate students from Sciences Po		
	6pm Tentative Location TBA	Elodie Nowinski and invited Sciences Po graduate students. Wine and cheese, meet and network with French graduate students	Institut d'Etude Politiques	
June 24 Tuesday	Morning	Free Time to explore		
	11:45am (meet at SGDP)  *** PLEASE REVIEW METRO RULES	Travel by metro to Deloitte Eat lunch or grab a sandwich for the metro ride	.	.
	1:00pm  (arrive at 12:45pm)	Alex Haseley (GW Alum) Chief of Staff, Global Clients& Industries Deloitte Touche Tomatsu  1 :00pm Jean-Pierre Agazzi, EMEA Audit Leader, Global Lead Client Service Partner, Alcatel Lucent  Ask for Sylvia Hunt at reception Alex cell. 33.6.33.20.87.16  136 avenue Charles de Gaulle 92254 Neuilly-sur-Seine (metro:Pont de Neuilly, line 1)	Deloitte	Review Deloitte presentation  <b>Gift: Burak**</b>
June 24	After Deloitte	Travel by metro to Trocadero and walk over to Eiffel Tower. Take a boat ride on Bateaux Parisien if budget permits		
	Evening	Free		
June 25 Wed.	10pm (meet at SGDP at	Joseph Srouji (GW alum) Policy & Regulatory Counsel, GE Capital Real Estate		<b>Gift: Yates**</b>

	8:30am— arrive 9:45am)	<p>10:00 Adrian Desboudard HR Director, GE Capital International</p> <p>11:00 Olivier Reitz Quality Leader, GE Transportation</p> <p>La Defense</p> <p>Tour Europlaza-Lobby 20 Avenue Andre Prothin 92063 Paris La Defense</p> <p>(Metro: La Defense, far west end of line 1)</p> <p>Joseph contact T +33(0)1.43.12.18.33 M +33(0)6.64.08.32.39</p>		<p><b>Gift: Bethany**</b></p> <p><b>Gift: Masumi**</b></p>
June 25 Weds.	Lunch	<p>Quick lunch or sandwich and will probably visit the museum in business attire</p> <p>Travel by metro from La Defense to Musee D’Orsay</p>		
	2:30pm	<p>Tour Musee D’Orsay</p> <p>Isabelle Ponse (emergency number on the day of the tour 06 60 50 00 77)</p> <p>Paris Avec Vous</p> <p>(Closest metros: Assemblee National or Solferino)</p>	<p>Guided tour of the collections</p> <p>(at least 10 min walk from metro stops)</p> <p>Tour in Business attire (less tie) if we don’t have time to change</p>	<p>Meet out front (rue de Bellechasse side) at the “big elephant” no later than 2.30pm</p>
June 26 Thurs.	Morning	<p>Dassault TBD or Free time to explore Paris on your own</p> <p>RER to Chaville-Velizy via Metro 10 Babillon to Javel Andre Citroen, Javel RER stop</p>		<b>Gifts: Cui, O’Conner TBD**</b>
	Lunch	<p>We shall find a sandwich If we go to Dassault, travel by RER and metro to AXA</p>		
	3:00 pm	Sophie Bourlanges Direction de la Communication	AXA	Review AXA presentation



	(meet at 2:00 at SBDP to travel by metro to AXA)	et de la Responsabilité d'Entreprise GEI AXA AXA Group  25 avenue Matignon - 75008 Paris, France, 33.1.40.75.49.91  (Metro: Franklin Roosevelt)		<b>Gift: Tusa**</b>
	6:30 pm, Alum reception at Alex Haseley's flat, 6arr	Reception offered by GW Alumni Office at GW Alum, Alex Haseley's (and Courtney) Paris flat 5 rue Dupin (2 <sup>nd</sup> flr US) DC 7946/5961	Stay in business attire. We may go directly from AXA or relax around SGDP and walk together at 6:15pm	<b>Gifts: Deborah and Joel</b>
June 27 Friday	9:30am (Meet at LDM at 8:30am)	Frederic Aubourg Sr Mgr Business Engineering International Operations Strategy & Marketing Organization EADS Phone: +33 1 42 24 20 98 Mobile: +33 6 07 36 58 37 37 blvd de Montmorency 75781 Paris Cedex 16 France 42 24 21 53(Metro: Jasmin	Airbus Group (formerly EADS)	Review Airbus presentation  <b>Gift: Barry**</b>
	11:00 to 2:45pm	Lunch near Airbus, and travel to Microsoft		
	3:00 pm  (Travel directly from GE/lunch, Metro: Opera)	Marc Jalabert Director, Marketing and Operations Microsoft France 39 quai du President Roosevelt 92130 Issy-les-Moulineaux 57-75-23-50 Metro: Balard	Microsoft	Review Microsoft presentation <b>Gift: Antony**</b>
	7:00pm	Closing Dinner Le Petit Zinc 11 rue Saint-Benoit (Metro : St. Germain des Pres)		

**\*We will be doing a lot of walking while in Paris as the metro only get us close to the corporate headquarters. Also, within the large metro station it sometimes feels that you might as well have walked the whole way. Please wear comfortable (though business) walking shoes or carry your dress pair of shoes.**

**\*\*The person presenting the gift will also need to get the business card of the presenter and will send a thank you note from the class. Professor Cook will provide the gift and the thank you note with a stamp on the envelop. You will need to go mail your note before leaving Paris.**

**\*\*\*METRO RULES: Travelling by metro in Paris in a large group poses certain challenges. Sixteen people stretch out a long way and keeping together and being efficient requires certain logistical approaches. First, everyone needs to purchase their metro tickets before we go underground. Most stations and tabacs allow you to purchase a “carnet”, which is 10 tickets (dix billets). Second, after using our billet at the ticket/entry points, we will wait for everyone on the platform. Keep your billet until you exit the metro system (fines for not having one). Metro train doors do not stay open long enough for us all to get on the same door, so we must spread ourselves out along the face of several doors/cars. The end metro station is always shown on this schedule, but we will need to talk about transfer points as we leave. Watch your colleagues and make sure they get off when they are supposed to. If you miss our departure time, follow by metro. If you miss it badly, you may want to take a cab (addresses are shown on schedule).**