Questions for student preparation of cases

Bolded questions are to be printed & spellchecked for possible grading

Jamba Juice

1. What are key forces in the general and industry (task) environments that affect Jamba Juice’s choice of strategy?
2. **How attractive is Jamba Juice’s industry right now**? (try Porter’s 5-Forces model)
3. What internal resources and assets does Jamba Juice have that may give it a competitive advantage?

Crown Cork & Seal in 1989

1. **How attractive is the metal container industry**?
2. How well did Crown Cork do under John Connelly? What were the keys to their success?
3. What significant changes are taking place in the industry? Is it time to change the Connelly strategy? What convinces you of your position?

Nintendo’s Wii

1. Prepare a resource-based view (RBV) analysis for Nintendo and its Wii game console
2. Identify the generic strategy that most closely correlates with what Nintendo is doing with the Wii
3. **Evaluate the nature and intensity of competition in the video game industry.**
4. What are the current challenges facing Nintendo?
5. Has Nintendo created a “blue ocean” strategy with its Wii game console?

Ann Taylor

1. Using a strategist’s perspective, evaluate the history of Ann Taylor from 1992 to the present while critically measuring their strategic history for success.
2. What challenges face Ann Taylor Stores Corporation (ATSC) at the end of the case?
3. What forces acting in the general environment affected ATSC’s operations?
4. Exactly what business was ATSC operating in and how should it compete?
5. Having defined their industry definition, which of the generic strategies most closely corresponded to ATSC’s actions?
6. What do you think was most important for ATSC to focus on (in terms of their internal resources and capabilities) given their strategy(ies)?
7. Evaluate the corporate strategy decisions made by ATSC. Were they good decisions?

Heineken

1. **What strategy does Heineken follow in the beer market?**
2. What is the structure of the global beer industry? What recent changes have impacted the structure?
3. Evaluate Heineken’s recent changes for their effectiveness in responding to the challenges Heineken faces.
Enron: On the side of Angels

1. Evaluate the actions of Enron’s top management team against the four bases of the firm’s code of ethics. Was the problem systemic or the outcome of “a few bad apples”? 
2. Describe the culture at Enron. Explain the impact of that culture on the unethical activities in the firm. 
3. Based on your answers to questions 1 & 2 above, comment on Enron’s attempt to change itself from a hard-assets company to a financial services company.

Johnson and Johnson

1. What kind of diversification does Johnson & Johnson pursue? 
2. What challenges does William C. Weldon face as CEO of J&J to foster collaboration? 
3. Why is synergy important for J&J? What has Weldon done to foster collaboration? 
4. Evaluate Weldon’s leadership of J&J. What steps has he taken to spur collaborative innovation?

Proctor & Gamble

1. Using supporting data from the case, grade Lafley’s leadership (A, A-, B+, etc) of Procter and Gamble. How does his style contrast with that of Jaeger’s? 
2. Evaluate how well Lafley’s focus on P&G’s intangible resources is building competitive advantage? 
3. What steps has Lafley taken to make P&G a learning organization? 
4. What is Lafley hoping to achieve with his changes at P&G? [Frame you answer in terms of competitive and/or corporate strategies.] 
5. What are his chances of success with the radical changes that he intends to make?

Samsung Electronics

1. Using the dimensions of entrepreneurial orientation, describe how Jong Yong Yun reorganized Samsung in 1996-1998? 
2. After Jong Yung Yun took over at Samsung in 1996 he brought the firm from near bankruptcy to over $100 billion in revenue in just over 10 years. How did he handle the dilemmas of innovation facing the firm (Seeds v. Weeds; Experience v. Initiative; Internal v External Staffing; Building Capabilities v. Collaborating; Incremental v. Preemptive Launch)? 
3. Describe the pre-1996 Samsung strategy that was leading them into bankruptcy and contrast it to the new strategy that lead the way to their current success (as of the end of the case). 
4. Describe Jong Yong Yun’s activities using the three key Interdependent Activities of Leadership.