Markets & Management Capstone
MMS 450
Spring 2015

Class Meetings: Fridays 10:20-12:50
Classroom: 119 Social Sciences Building
Professor: Lisa A. Keister
Office Hours: Fridays 9:00-10:00 or by appointment
Email: lkeister@soc.duke.edu

COURSE OBJECTIVES
This is a final course for students in the Markets and Management Studies (MMS) certificate program. The course has three broad objectives:
1. To review and synthesize ideas learned in core courses in the MMS program;
2. To practice applying these ideas to new situations;
3. To prepare to use these ideas in future jobs and occupations.

To achieve these objectives, we will review important concepts from core MMS courses by revisiting readings and discussing ideas in class, apply the ideas and concepts to current events during in-class discussions, use the ideas to produce a case study of an organization, and work in teams to develop a forward-looking strategy for select organizations.

I AM HERE TO HELP!
I check email frequently and will respond to questions as quickly as possible. I am happy to help with anything related to this class; just let me know what you need! Email is the best way to get me, but I also arrive early to class and will stay as long as you need. I am also happy to schedule an appointment to talk at any point. Just let me know.

READINGS
I have included some suggested readings (all are foundational pieces) below related to the topics we will discuss. Feel free to get hold of these readings or return to the readings from the core courses you took. The goal is not to study particular texts closely but rather to recall big ideas that you have already studied and that we can use in our discussions. You will also need to subscribe to one of the following (but wait until we meet to subscribe!):
1. New York Times
2. Wall Street Journal
3. Money Magazine
4. The Economist
5. Fortune Magazine
1. **Participate in class!**

2. **Use ideas from MMS core courses to write an organizational case study.**
   - Please select an organization and use two theoretical ideas from any of your MMS classes to describe the startup, growth, and *past* strategy of the organization. Take a look at business school case studies for examples.
   - This is an individual project, and every person will focus on a unique organization.
   - Please describe important points about the organization, describe the theories you are using, and apply the ideas to understand the organization.
   - Please use at least two outside sources in your case study; these sources should be current papers or books related to the ideas (i.e., do not use the foundational papers listed below!).
   - The case study is due **February 27**. Please give me a hard copy in class at the start of class.
   - The written case study should be about 3,500 words long. Use any citation format you prefer, but be consistent throughout the case study.

3. **Work in a team to write a strategy for one of the organizations on which we produced case studies.**
   - After we complete our individual case studies, we will work in groups to develop a future strategy for a select group of the organizations we are studying.
   - This is a team project, and each team will focus on one of the organizations we have been studying.
   - A written strategy for your group’s organization is due on **April 17**. Please give me a hard copy in class at the start of class.
   - The written strategy paper should be about 3,500 words long. Again, use any citation format you prefer, but be consistent throughout the document.

4. **Present the strategy with your team.**
   - Each group will present the strategy they developed for their organization on April 3, 10, or 17.
   - The presentations should be about 30 minutes long. Please summarize basic information about the organization and explain the strategy you developed for its future success.
GRADES (100 points each)
Class participation 25%
Case study (individual) 25%
Strategy – written document (group) 25%
Strategy – presentation (group) 25%

READING & WORK SCHEDULE

1. January 9  
   Introduction

   Suggested reading:


2. January 16  
   Organization theory & begin work on case studies

   Suggested reading:


3. January 23  
   More on organizations & continue work on case studies

   Suggested reading:


January 30
Class cancelled…work on your case study

4. February 6
   Entrepreneurship
   
   Suggested reading:
   
   

5. February 13
   Present preliminary work on case studies

6. February 20
   Personal finance and asset accumulation,
   trouble shoot presentations
   
   Suggested reading:
   
   
   
   Charles, Maria and Jeffrey D. Lundy. 2013. "The Local Joneses: Household Consumption and Income Inequality in Large Metropolitan Areas." Research in Social Stratification and Mobility 34:14-29.

7. February 27
   Present case studies & select organizations for group work

February 27
Case study due – brief presentation in class
<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td>March 6</td>
<td>Current affairs and content from courses not covered above</td>
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<tr>
<td>March 13</td>
<td><strong>March 13</strong></td>
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<td>Class cancelled.....spring break!</td>
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<tr>
<td>March 20</td>
<td>Current affairs and group work on <em>content</em> of strategy</td>
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<tr>
<td>March 27</td>
<td>Current affairs and group work on <em>writing</em> and <em>presentations</em></td>
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<td>April 3</td>
<td>Presentations</td>
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<td>Group strategy paper due</td>
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