This class will be all over the place, unified only by its focus on the settings in which organizations operate, commonly referred to as their “industry.” We are using this term in the broadest possible sense, and with the understanding that insights for different industries stem from different methods and require creative approaches in each case.

**There will be a very heavy reading load**, primarily books, as well as high student requirements for participation and leading discussions. The reading load is heaviest early on, and then lightens up toward the end when you are working more intensely on your report.

**Course objectives**

1. Evaluating industry context for organizations, from raw material to end user.
2. Mastering tools and concepts that enable the achievement of objective 1.
3. Develop significant expertise in a particular industry.
4. Consider the future implications of our industry analyses for organizational performance.
5. Consider common themes across industries that emerge over the semester.

**Main assignment: 60% of grade**

Create a comprehensive report demonstrating your expertise in the industry you have chosen. This should be of a caliber to share with people you will call, prospective employers, and even to sell. This is the main portion of the grade. It will need to specifically identify/summarize your facts vs. interpolation and interpretation of those facts regarding industry data. It will be graded on quality/comprehensiveness of data, insightful qualitative AND quantitative assessment of where the industry “is”, compelling application of that insight going forward, and quality of writing.

The purpose of the readings is to provide models/lenses that you can apply to your industry report, create hypotheses about what you might expect to happen next in that industry, and generally increase your ability to think about systems & patterns. In fact, every book presents a lens through which an entire industry report could be created. Please think explicitly about your industry as you read the materials.

**Secondary Assignments:**

20% Student lead discussions of summaries and critical questions from the articles
   Grading criteria: insightful questions, mastery of material, themes/discussion
10% Evaluation of other students’ papers
   Grading criteria: comprehensive, constructive, insightful
10% Self graded participation

**Books to buy:**

- *Value Migration*, by Slywotzky
- *Coopetition*, by Brandenburger and Nalebuff
- *Innovators Dilemma*, by Christensen
- *Harnessing Complexity*, by Axelrod and Cohen
- *Profiting from Uncertainty*, by Schoemaker
- *Getting to Plan B*, Mullins & Komisar
- *Crossing the Chasm*, by Moore
- *Blue Ocean Strategy*, Kim and Mauborgne