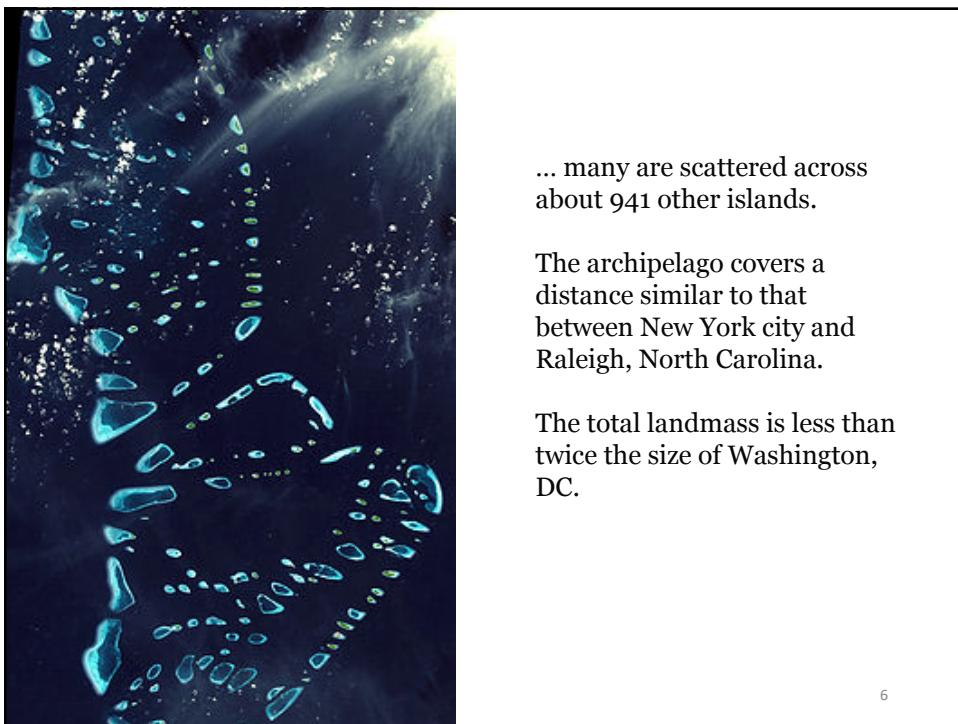
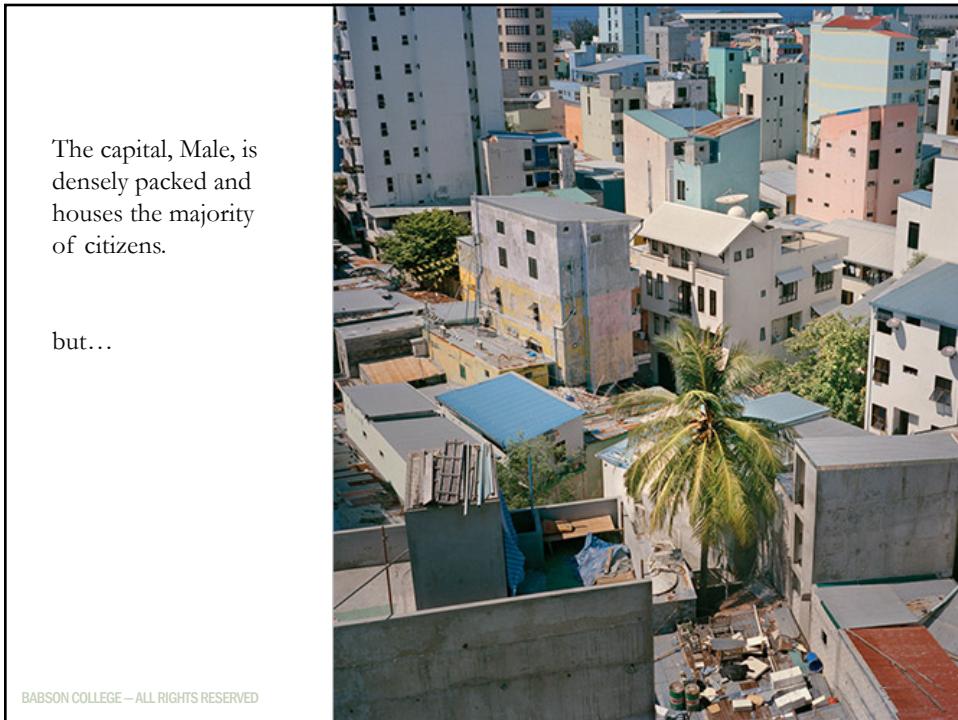


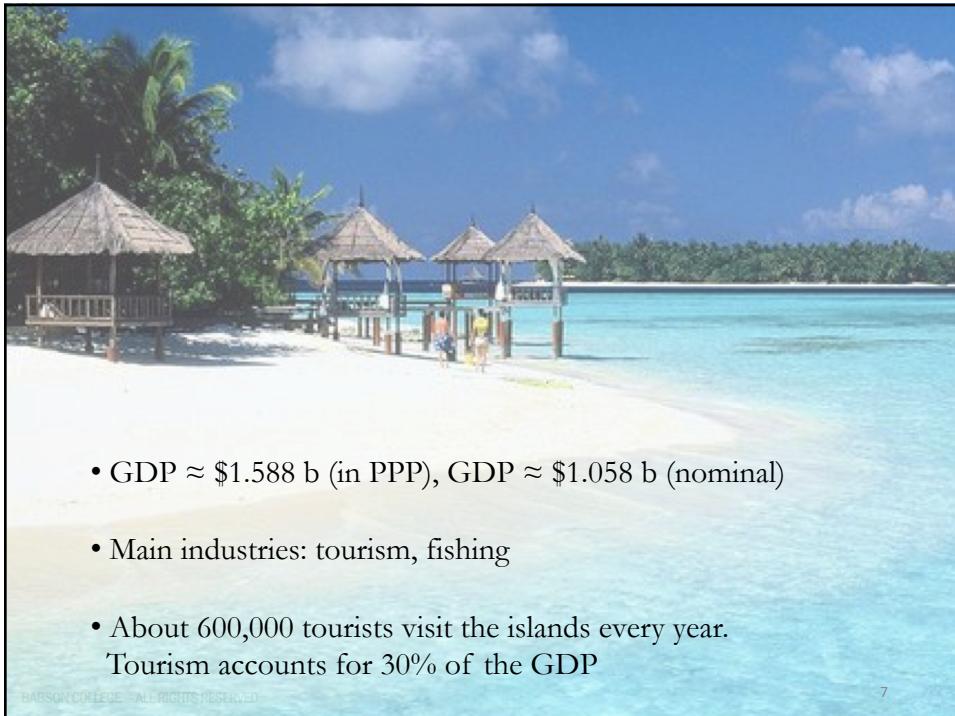
# Welcome

The goal of ASM3300 is to prepare you for any job where you must solve complex problems.

Let's begin.

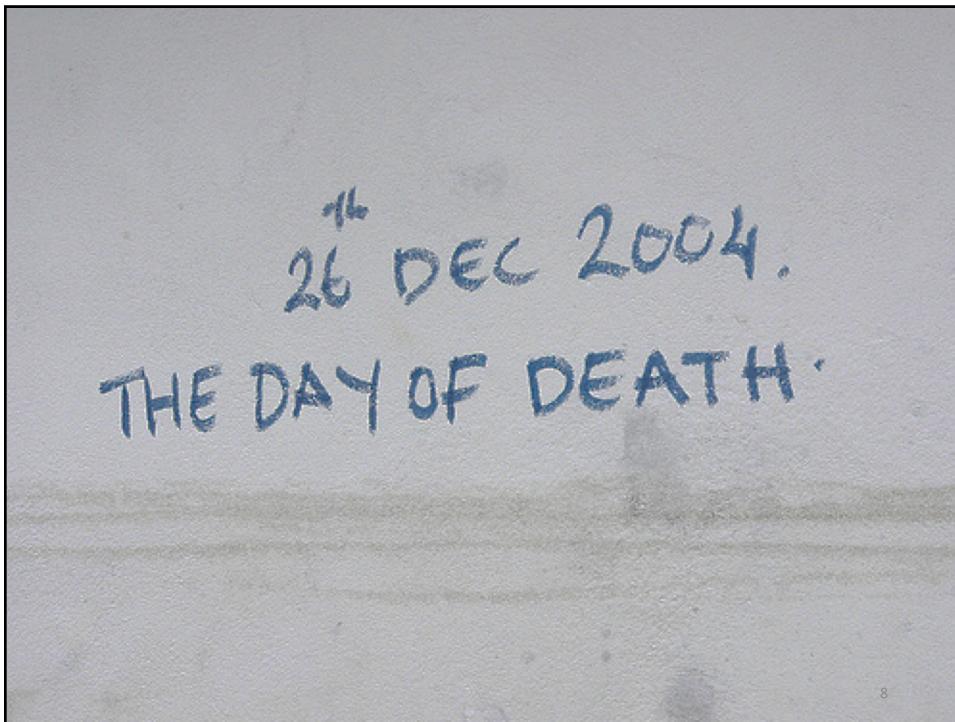






- GDP ≈ \$1.588 b (in PPP), GDP ≈ \$1.058 b (nominal)
- Main industries: tourism, fishing
- About 600,000 tourists visit the islands every year.  
Tourism accounts for 30% of the GDP

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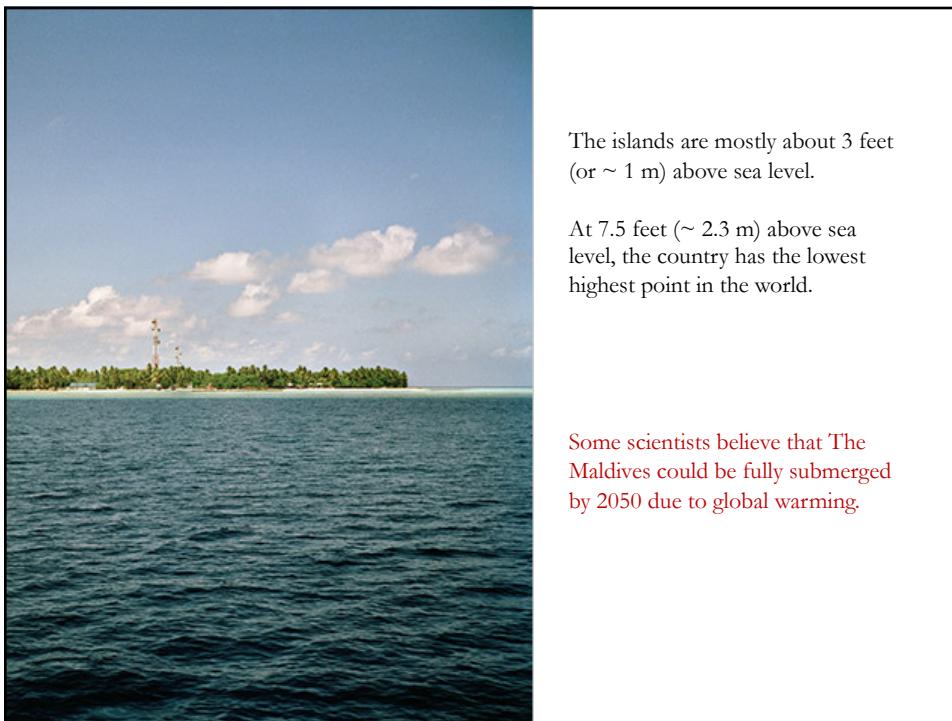






### 2004 Tsunami

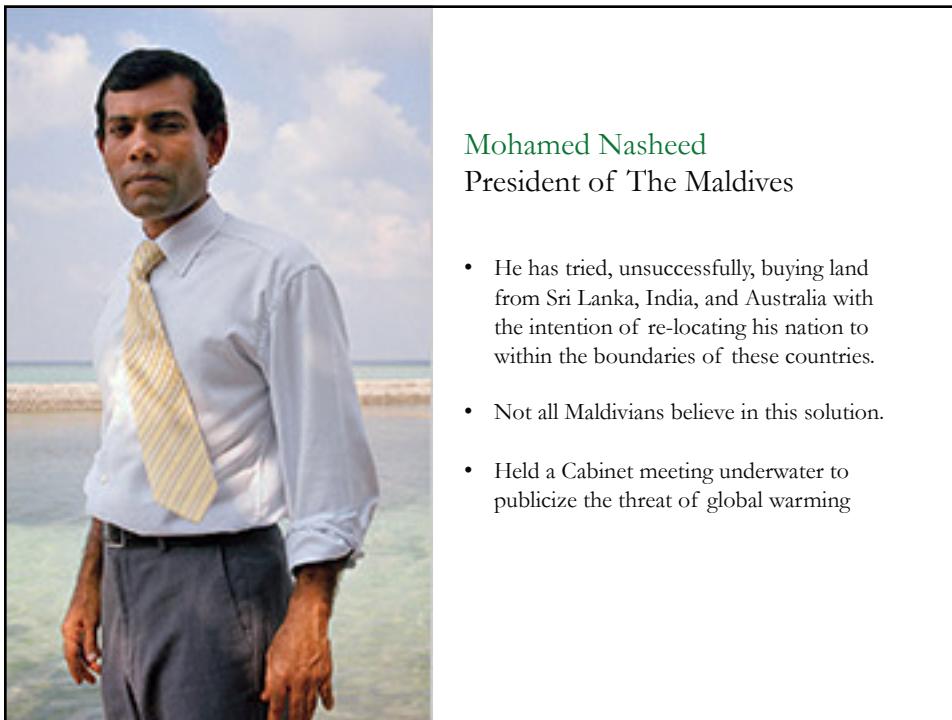
- 108 dead
- \$470m in damage (62% of GDP) wiped out in one hour.
- 6 islands totally destroyed
- 57 islands had serious damage to critical infrastructure,
- 14 islands had to be evacuated, 21 island resorts shut down; 9 islands escaped flooding
- Tallest waves were about 4m (~ 13 feet) high



The islands are mostly about 3 feet (or ~ 1 m) above sea level.

At 7.5 feet (~ 2.3 m) above sea level, the country has the lowest highest point in the world.

Some scientists believe that The Maldives could be fully submerged by 2050 due to global warming.



**Mohamed Nasheed**  
President of The Maldives

- He has tried, unsuccessfully, buying land from Sri Lanka, India, and Australia with the intention of re-locating his nation to within the boundaries of these countries.
- Not all Maldivians believe in this solution.
- Held a Cabinet meeting underwater to publicize the threat of global warming



### Your Turn:

What should President Nasheed do?

## SCEQ Framework

### SITUATION

- Where are we now vs. where do we want to be?

### COMPLICATIONS

- What are the hurdles that may prevent us from getting to where we want to be?

### ENABLERS

- What do we have (or face) that can help us get where we want to be?

### CORE QUESTION

- Hence, what is the core question that needs to be solved?

## SCEQA Framework

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- What do we have (or face) that can help us get where we want to be?

### CORE QUESTION

- Hence, what is the core question that needs to be solved?

### ANSWER

- What actions can we take to address the core question?

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## Maldives Key Takeaways

This class is about teaching **you** to solve firms' **complex** problems.

- For **complex** problems, the questions are unclear and the answer is rarely apparent.
  - Looking too narrowly limits creativity.
  - Looking too broadly makes it hard to get started.
  - “Plunging in,” is a trap that can lead you to **solve the wrong problem**.

By applying the right framework and knowing the core concepts of strategy, you can be more **CONFIDENT** that your answer is the right one.

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## The Who, What, Why and How of Strategic Problem Solving

The “Why”

Forbes / Leadership

NOV 12, 2014 @ 11:43 AM 219,549 VIEWS

Top 20 Stocks for 2016

## The 10 Skills Employers Most Want



Susan Adams, FO  
I write about entrepreneurship

FOLLOW ON FORBES (4)  
Twitter RSS Email

1. Ability to work in a team structure
2. Ability to make decisions and solve problems (tie)
3. Ability to communicate verbally with people inside and outside an organization
4. Ability to plan, organize and prioritize work
5. Ability to obtain and process information
6. Ability to analyze quantitative data
7. Technical knowledge related to the job
8. Proficiency with computer software programs
9. Ability to create and/or edit written reports
10. Ability to sell and influence others

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The ‘‘Who’’

## A Few Facts about You...

**31 Seniors, 11 Juniors;  
33 of you have completed the survey**

**10-year Career Objectives:**

- Private equity / portfolio managers
- Stay in the finance industry
- User Experience Design/Research
- Buy-side at a hedge fund
- I am interested in running my own business
- I would like to open a retreat
- Work for a sports team Strategy consultant
- Commercial real estate but with more flexibility
- I hope to have a job that I love going to everyday, is very rewarding, and one where I can directly help other people.
- Hope to be running my own marketing agency, like the one I've started to grow now.
- CEO
- I hope that I will have created my composting clothing company
- To start my own company or become an executive.
- Project Manager
- Sales manager or consulting partner
- Running my own social enterprise in Manila
- data analyst
- Owning an empire
- I am very unsure.

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## A Little about Me...



**EMORY**  
UNIVERSITY



**ORACLE**

**webOS™**  
the web operating system

**in2books®**  
@PwC

**DINGMAN**  
CENTER  
Dingman Center  
for Entrepreneurship

**SONY**  
PICTURES



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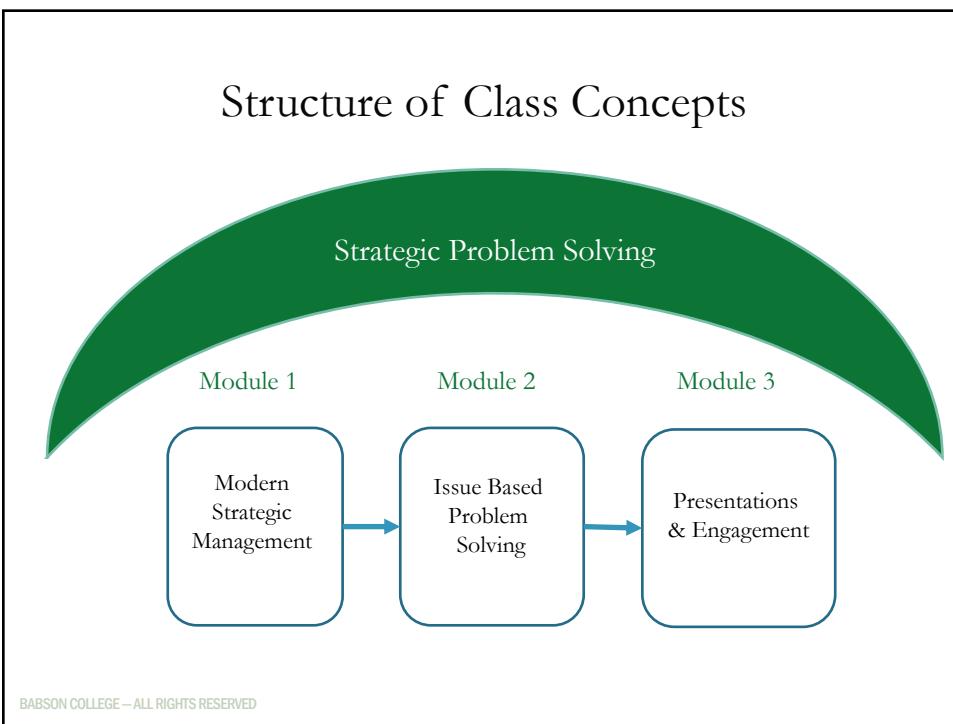
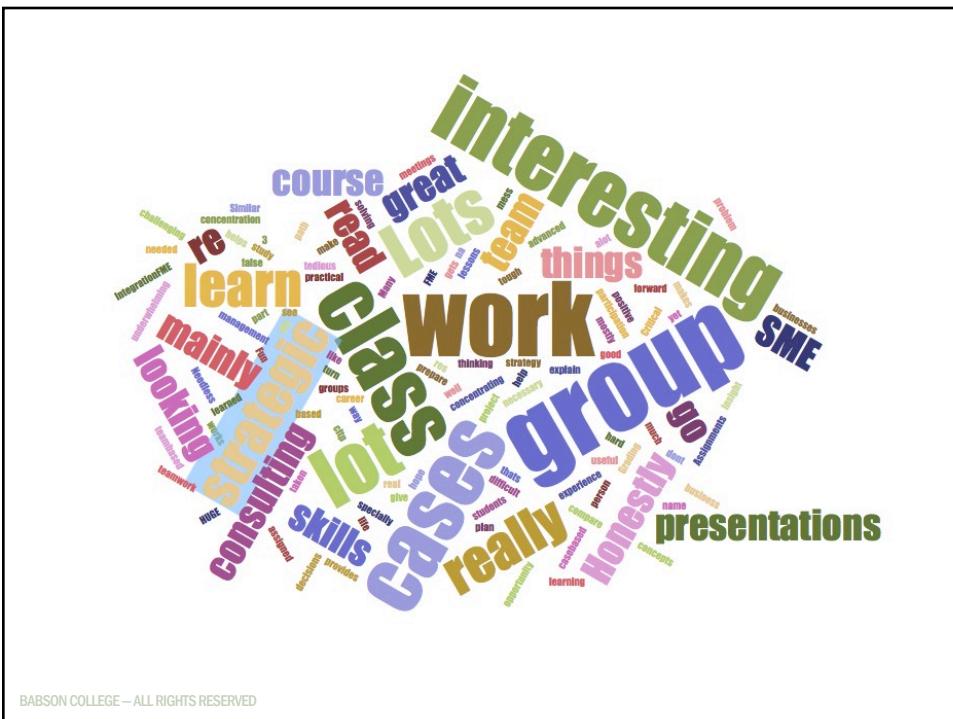
## Office Hours

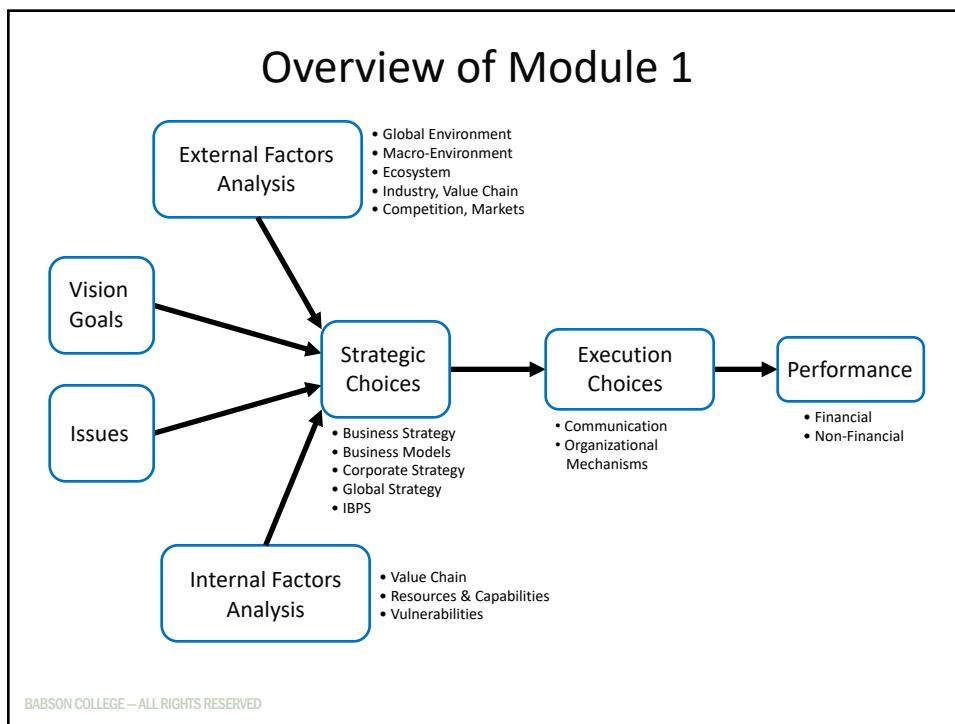
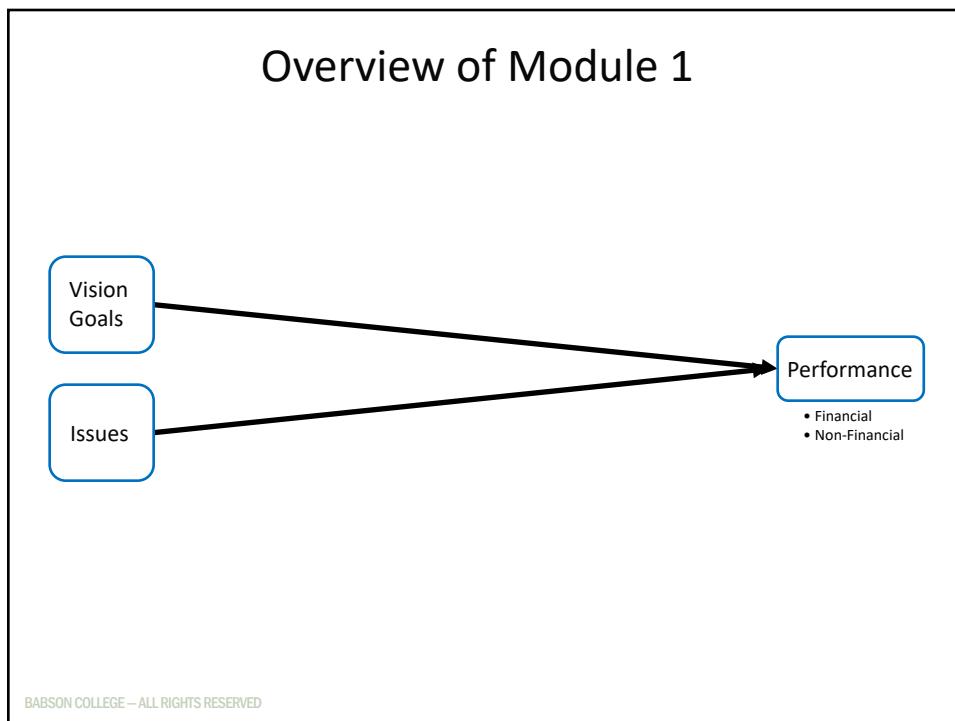
### In Person

Tomasso 225  
Tuesdays & Thursdays  
1 to 2 p.m.

Class-day afternoons,  
starting next week

The “WHAT”





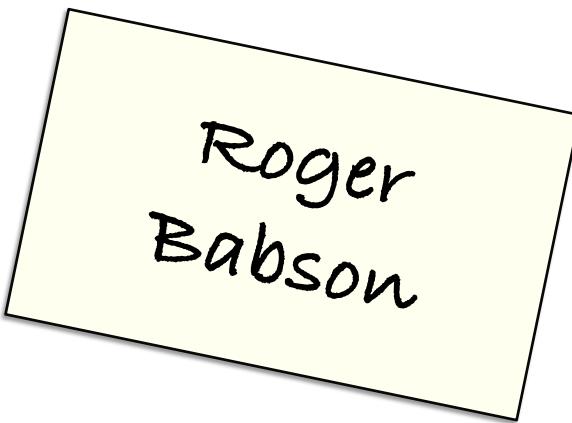
# The “HOW”

## Professionalism and Participation

Pick up an index card at the start of class.

Write your name on the front.

You must turn in your card at the end of class to have your attendance recorded.



Roger  
Babson

## On the back: Questions and Comments

- *I read a relevant article in the Wall Street Journal...*
- *I found a particular aspect of this class interesting (or not interesting).*
- *I would like to know more about how this framework applies to companies in XYZ space....*
- *How does this relate to XYZ? I think...*

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## Professionalism and Discussion Contribution

### Daily Participation Score:

- 0: Absent (More than 3 dooms your participation grade)
1. Present, but distracted (i.e. cell phone)
  2. Excused Absence / Present, but did not contribute
  3. Light participation - Helpful comments, but not connected to the case or the readings.
  4. Contributed to the class discussion.
  5. Active participation, read and applied the assignments and readings.

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## 1-page Case SCEQ write-up

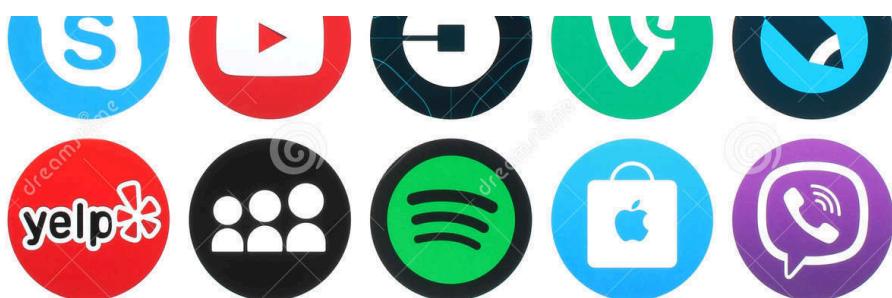
Each student will be assigned to complete a single 1-page write-up for one of the HBS cases discussed in class during Module 1.

- Read the syllabus and skim the cases – pick three you'd like to write about.
- Complete Google survey before Monday at noon... I'll try to assign you one of your choices.
- Write-ups are due at noon the day before the class (Mondays and Wednesdays.)

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## Professionalism and Technology





### Research on laptops in the classroom...

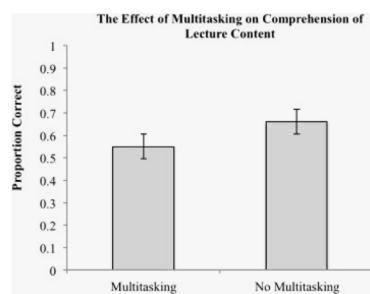
- Students using laptops spent 25% of their time doing things unrelated to class.
- The level of laptop use was negatively related to several measures of student learning, including self-reported understanding of course material and overall course performance.
- Students who took notes on laptops averaged grades that were 11% lower than those who took paper-based notes.

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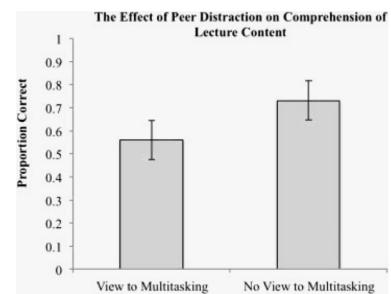
### Research on laptop multitasking...

2013 Study:

“Participants who multitasked on a laptop during a lecture scored lower on a test compared to those who did not multitask.”



“Participants who were in direct view of a multitasking peer scored lower on a test compared to those who were not.”



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## My own research... from former ASM3300 students.

During this semester, laptops were not allowed in class.  
Did the laptop ban improve your own ability to learn about strategy?

#	Answer	%
1	<a href="#">Yes</a>	85%
2	<a href="#">No</a>	15%
	Total	100%

Should future classes be allowed to use laptops during lecture classes?

#	Answer	%
1	<a href="#">Yes</a>	11%
2	<a href="#">No</a>	89%
	Total	100%

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**"The university is a place to slow down and think... It may be the last time in your life that you have the luxury."**

Siva Vaidhyanathan,  
University of Virginia

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## Your First Assignment

- Read the article “The Hidden Traps of Decision Making”
- Pick one of the common decision traps that you have “fallen into” at some point.
  - In 1 page...
    - What was the trap?
    - Why did you (or this person) fall into it?
    - What was the consequence?
    - What did you learn, what do you now do differently?
    - How might falling into this trap affect a CEO or his or her company?
  - Upload to Canvas by noon on Monday.

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### INTERNATIONAL CONSULTING EXPERIENCE INFORMATION SESSION

MONDAY, SEPTEMBER 9TH  
5:30 PM IN OLIN 101



- BUILD YOUR RESUME, STAND OUT IN INTERVIEWS, INCREASE YOUR INTERNATIONAL NETWORK
- EARN ELECTIVE CREDITS, LEARN ABOUT THE CONSULTING PROCESS AND PUT IT INTO PRACTICE WORKING ON A REAL COMPANY'S BUSINESS ISSUE
- TRAVEL INTERNATIONALLY OVER WINTER BREAK TO MEET YOUR CLIENT COMPANY

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