

Howard University
School of Business
Global Executive
Leadership
Programme



Day 1 Itinerary

- 1400 – 1430 Greetings (0800 – 0830 EST)
- 1430 – 1500 Introductions (0830 – 0900 EST)
- 1500 – 1530 Lecture (0900 – 0930 EST)
- 1530 – 1540 Break (0930 – 0940 EST)
- 1540 – 1615 Lecture (0940 – 1015 EST)
- **1615 – 1645 Panel Discussion with Claude Lawrence, TD Bank (1015 – 1045 EST)**
- 1645 – 1655 Break (1045 – 1055 EST)
- 1655 – 1725 Wrap-up (1055 – 1125 EST)
- **1730 – 1805 Panel Discussion with Dr. Gunn, Medronic (1130 – 1205 EST)**
- 1805 – 1810 Break (1205 – 1210 EST)
- 1810 – 1830 Wrap/Business Case Review (1210 – 1230 EST)



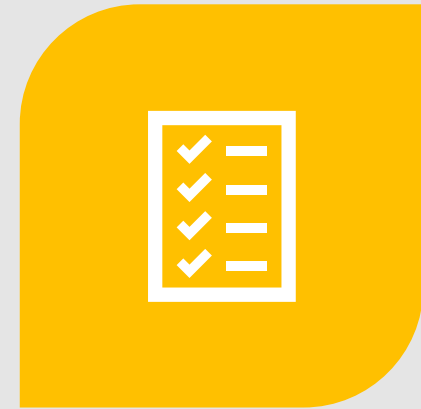
Greetings and Salutations



INTRODUCTIONS



PROGRAMME AGENDA



HOUSEKEEPING



Curtis Kidd Telemaque, PhD



Omowale Crenshaw



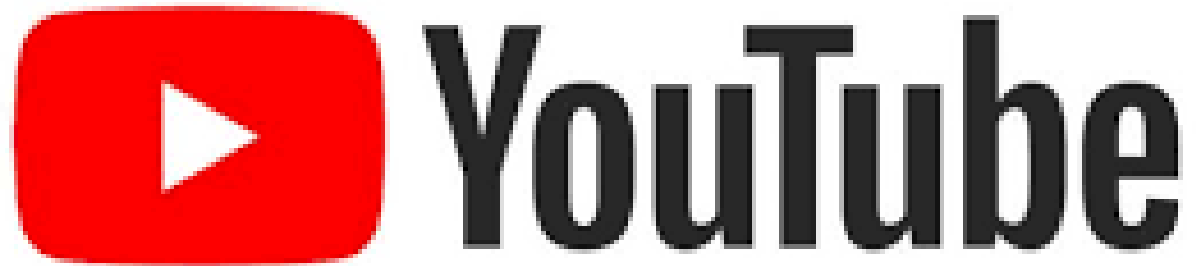
Kim Wells, Exec Director

Lead Faculty
Members



School of
Business

Howard Background Video



- <https://www.youtube.com/watch?v=CPotk5qx3sw>

Overall Programme Agenda

1

Day 01, Tuesday, 20 April 2021

Historic Context - USA Overview

Instructional Time: 1400 - 1700 hrs

Business Case Team Meetings 1700 - 1830 hrs

2

Day 02, Wednesday, 21 April 2021

Silicon Valley/Venture Development & Market Opportunities

Venture Panel 1400 - 1500 hrs

Instructional Time: 1500 - 1700 hrs

Business Case Team Meeting 1700 - 1830 hrs

3

Day 03, Thursday, 22 April 2021

Culture & Engagement Context

Instructional Time: 1400 - 1830 hrs

4

Day 04, Friday, 24 April 2021

Business Case Presentations

Closing Discussions

Presentation Time: 1400- 1830 hrs

Housekeeping



Virtual Connectivity

Zoom link(s)
Breakout Rooms



Case Teams

Emails
Contact directives



Communication

Questions
Panel Discussions

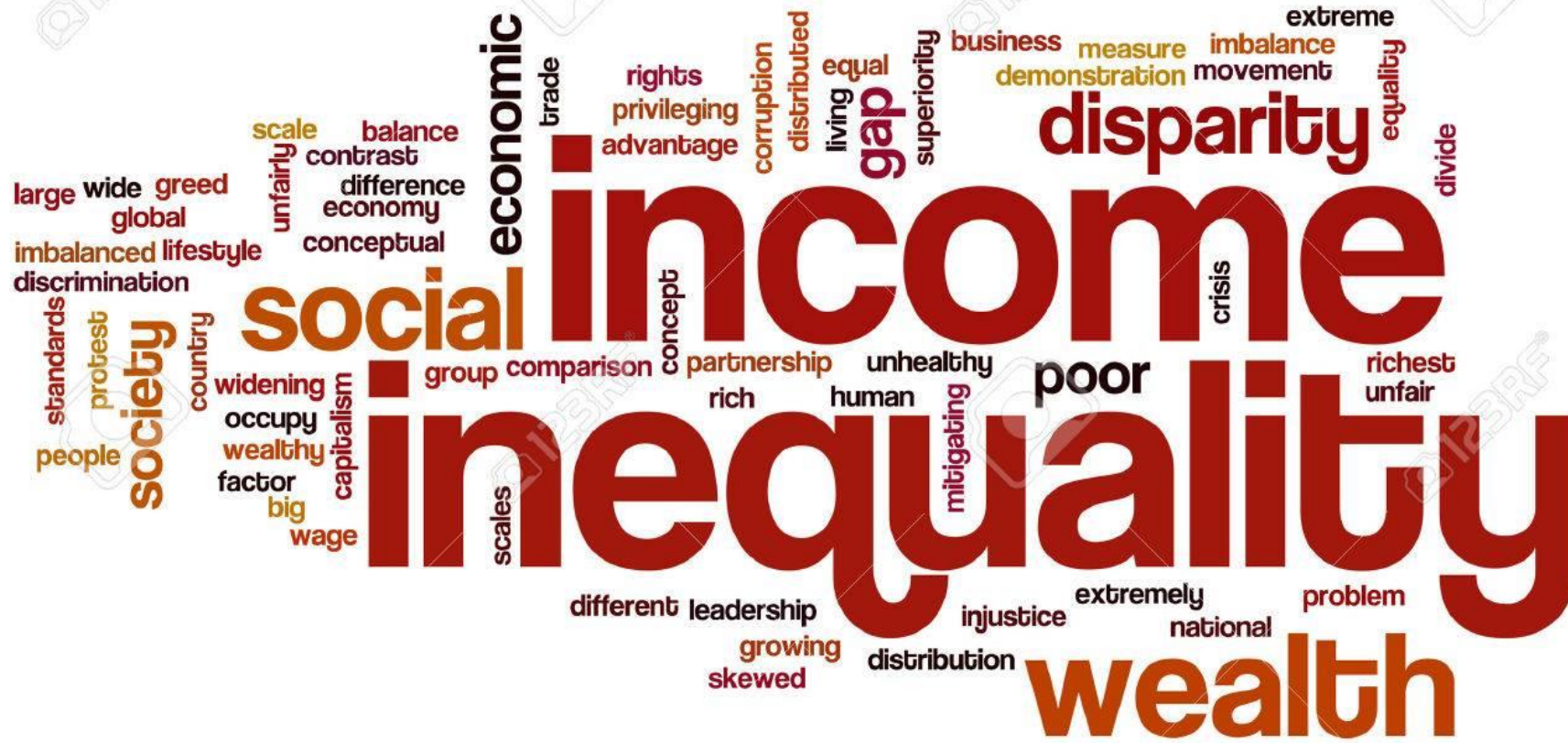


The United States of America

A Political, Social, and Economic Context

Describe your thoughts of
the United States of
America?

Critical Thought (1)





Agenda

1. Brief Overview
2. Primary Historical Phases of American History
3. Demographics: Who lives in the United States of America?
4. How did the United States of America Grow to an Economic Powerhouse?
5. American Exceptionalism: How America Markets Itself to the World
6. An American Company with Global Reach: Chat with Dr. Trevor Gunn, VP of International Relations, Medtronic
7. Types of Economies
8. American Capitalism
9. United States of America Company Structures
10. American Sources of Capital: Chat with Claude Lawrence, VP of Payments Strategy, TD Bank
11. Wrap-up

United States of America



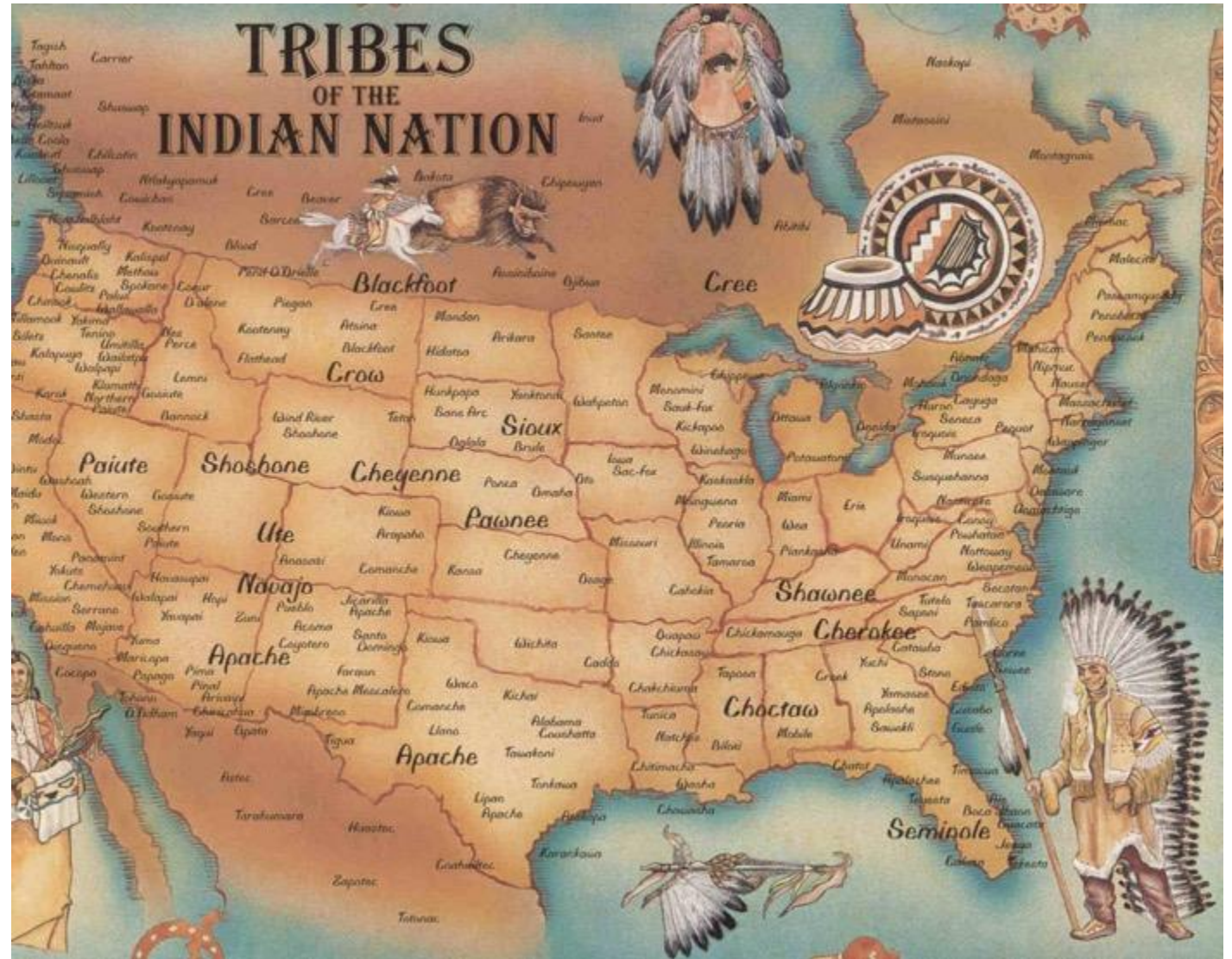
- 328.2 million (2019) people
- 50 states that occupies a large swath of North America
- Territory is diverse, encompassing great extensions of coasts, immense lakes, rivers, snow-capped mountains, valleys, savannas, deserts, islands and beaches
- More than a third of the country is covered by forests.
- Largest economy in the world by volume of gross domestic product (GDP)
- GDP 2019 was €19,145,333M
- Ranks #8 (196) best quality of life
- Ranks #7 (189) ease of “doing business”
- Ranks #16 (167) lowest perception of corruption
- Democratic federal republic: Executive, Legislative, and Judicial
- Elections are decided under the figure of the Electoral College, made up of representatives elected by each state
- The president and vice president serve four-year terms, with the option of re-election

Phases of American History



Pre-Colonization

- Native Americans settled in different regions
- Formed independent tribes with distinct cultures
- By 1492 there were 300 separate Native American languages



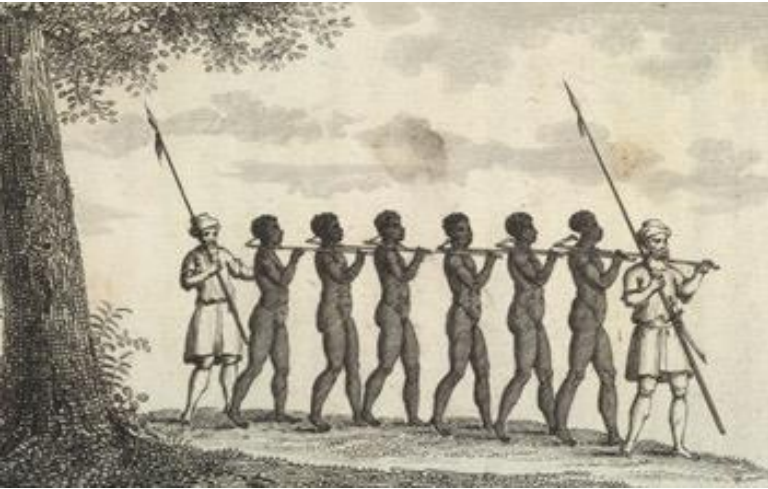
Colonial Settlement

- **Christopher Columbus reaches India(?)**
- **Pilgrims were treated kindly by the Wampanoag tribe**
- **Religious settlements**
 - **Baptists in Rhode Island**
 - **Catholics in Maryland**
 - **Quackers in Pennsylvania**
- **90% of Native Americans died during first century of contact**
- **Other atrocities**



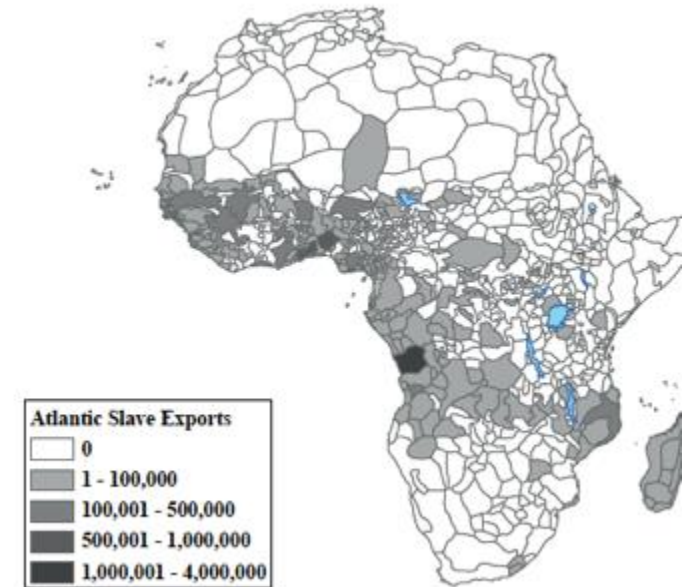
Triangular Trade





Colonial Settlement

- America's first major industries
- Demand for textile in England
- Profitable supply chain
- [Cotton Economy and Slavery](#)



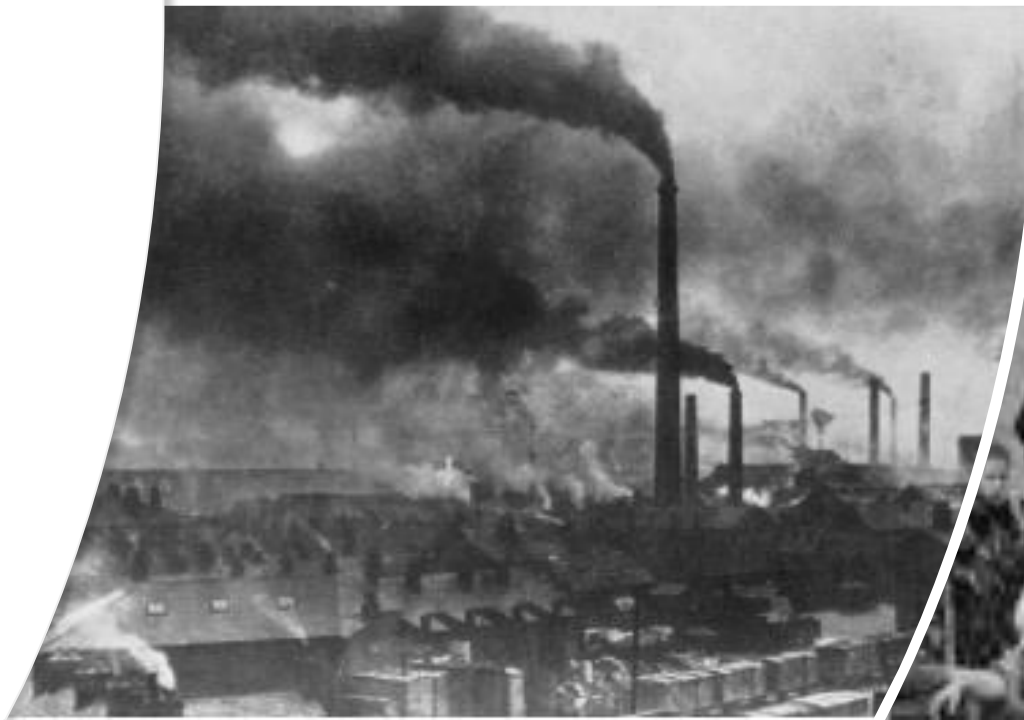
Civil War and Reconstruction

- Industrial and commercial North
- Agricultural South
- Protection of slavery in the Confederate South
- Union restored through armed force
- Emancipation Proclamation and 13th Amendment freed all slaves
- Voting Rights

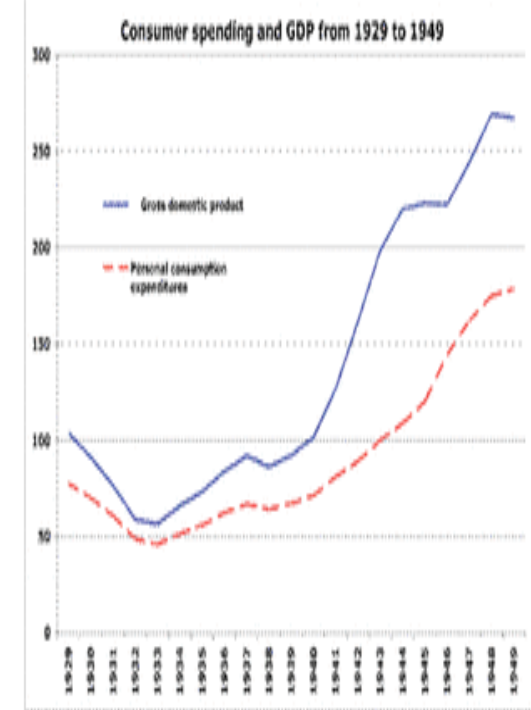
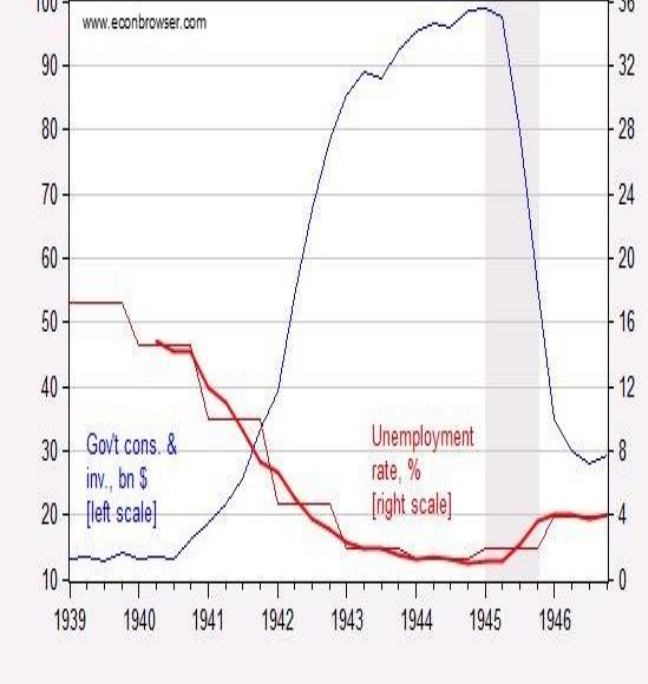
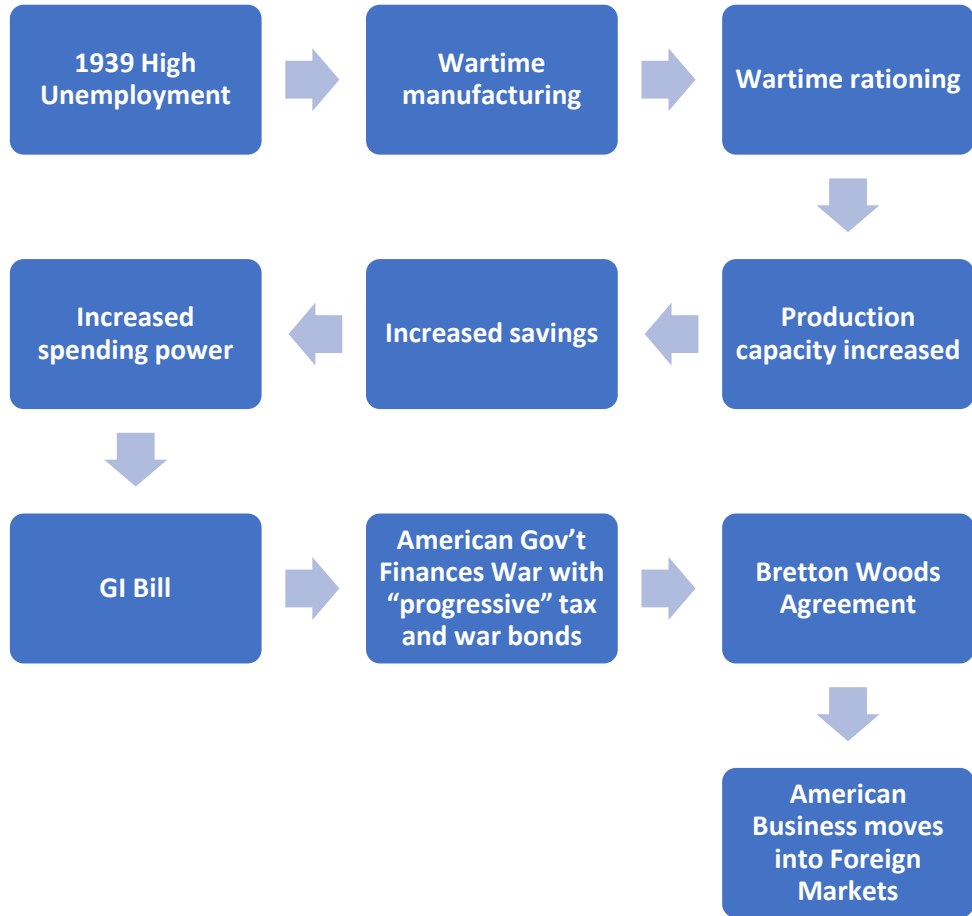


Rise of Industrial America, 1876-1900

- Expansion of railroads
- New industries emerged:
 - petroleum refining, steel manufacturing, electrical power
- Industry growth transformed American society
 - Fueled by increased immigration
 - Germany, Ireland, England, China
- Increased middle-class
- Shift in population: rural to city life



Great Depression to World War II to Postwar Economy – 1929 - 1960



Year	Exports (\$000)	Imports (\$000)	+/-(\$000)
1940	4,030	7,433	-3,403
1941	5,153	4,375	+778
1942	8,081	3,113	+4,968
1943	13,028	3,511	+9,517
1944	15,345	4,066	+11,279
1945	10,097	4,280	+5,816
1946	9,996	5,533	+4,464
1947	14,674	7,904	+6,770
1948	12,967	9,176	+3,791
1949	12,160	7,467	+4,693

Postwar Economy: 1945 - 1960

- **Automobile**
- **Housing**
- **Defense Spending**
- **Agriculture**
- **Arts and Entertainment**
 - **Television**
- **Manufacturing**
- **Food and Beverage**
- **Steel**
- **Mining**
- **Automotive**

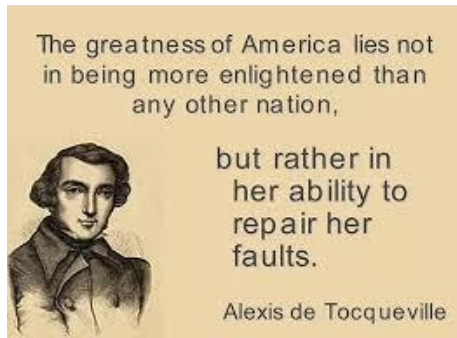
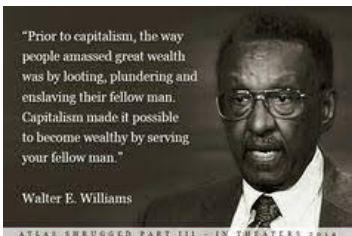
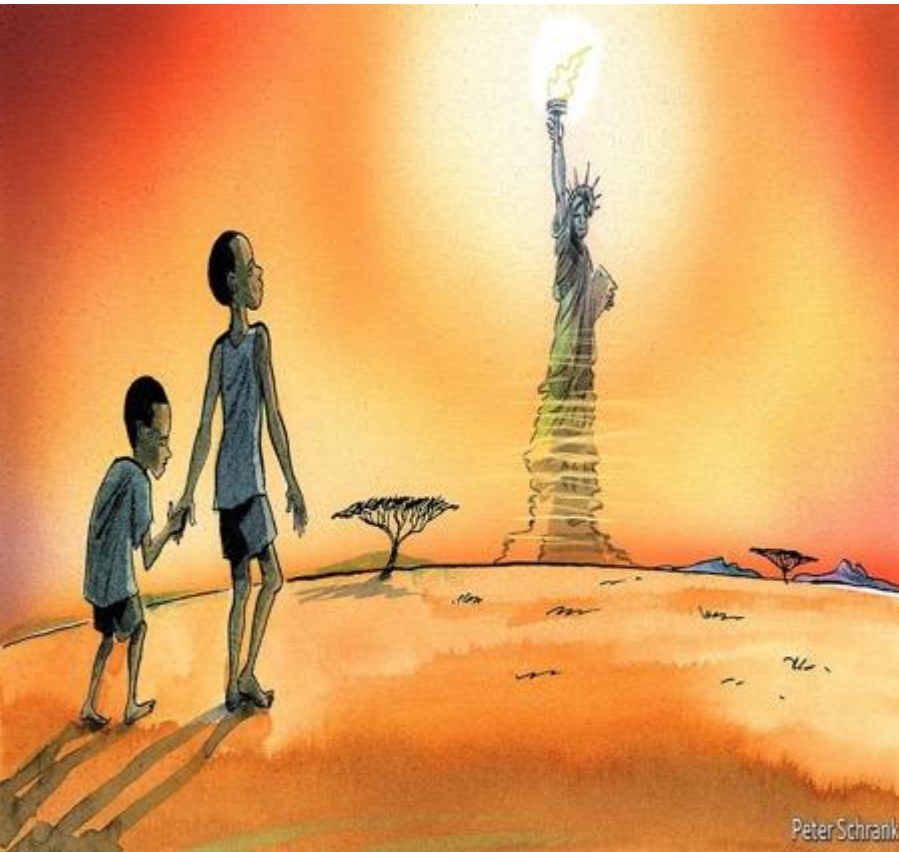
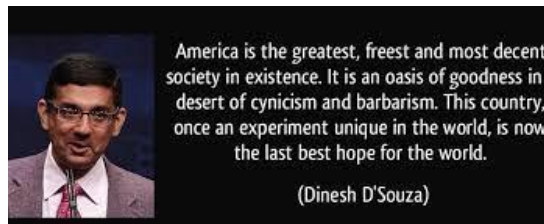
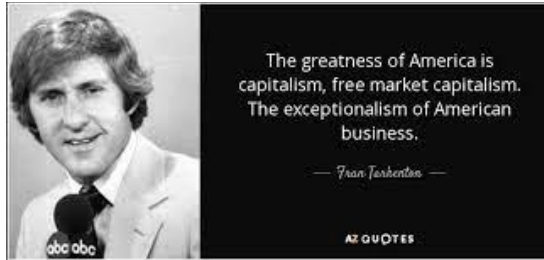
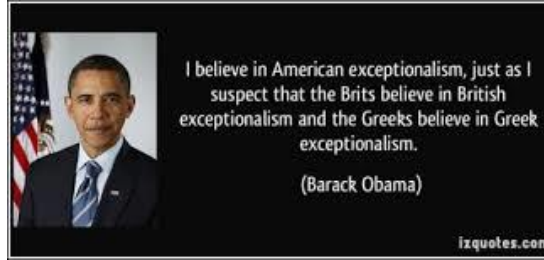


How do you think America and Americans reacted to its newfound economic boom and war effort?

Critical Thought (2)

American Exceptionalism

- The U.S. is not just a bigger and more powerful country — but an exception.
- It is the bearer of freedom and liberty, and morally superior.

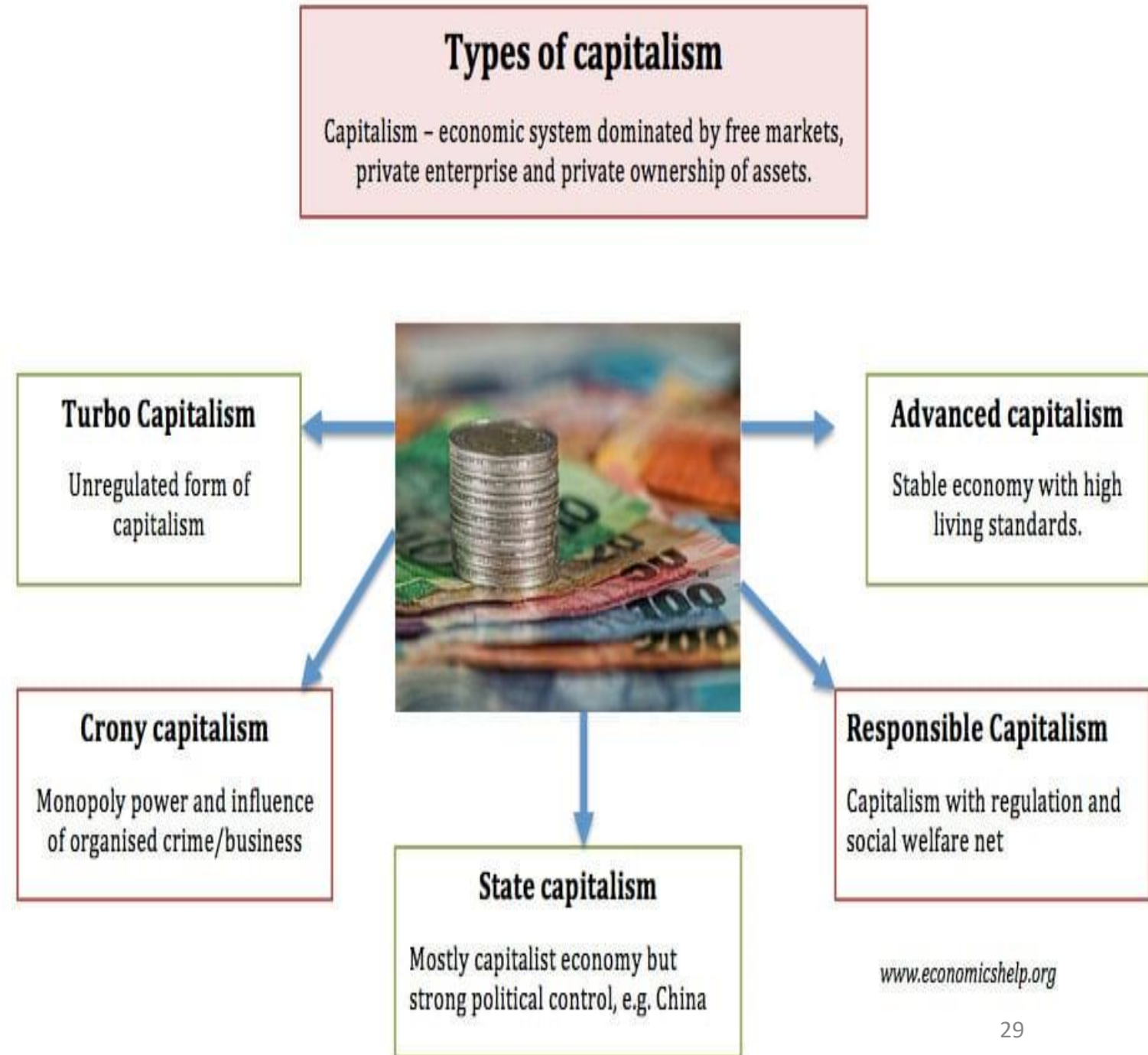


Types of Economies

- Free-Market
- Command (Centrally Planned)
- Mixed
- Planned
- Socialist
- Communist

Capitalism

- Capitalism is often thought of as an economic system in which private actors own and control property in accord with their interests, and demand and supply freely set prices in markets in a way that can serve the best interests of society. (IMF)
 - **Private Property**
 - **Self-interest**
 - **competition**
 - **Market mechanism**
 - **Freedom to choose**
 - **Limited role of government**



Corporate Structures

<https://www.sba.gov/business-guide/launch-your-business/choose-business-structure#section-header-1>

Business Structure	Ownership	Liability	Taxes	Examples
Sole Proprietorship	One person	Unlimited personal liability	Personal tax only	Hairdresser, Barbers, freelance, etc.
Limited Partnership (LP)	Two or more people	One general partner has unlimited personal liability, all other partners have limited liability	Self-employment tax (general partner) Personal tax (general and limited partners)	Law firms, filmmaking, real estate
Limited Liability Partnership (LLP)	Two or more people	Limited liability to all partners	Personal tax	Accounting firms, law firms, dentist
Limited Liability Company	One or more people	Owners are not personally liable	Self-employment tax Personal tax or corporate tax	Google business units, Amazon
Corporation – C corp	One or more people	Owners are not personally liable	Corporate tax	MSFT, INTC, APPL
Corporation – S corp	One or more people, but no more than 100, all US citizens	Owners are not personally liable	Personal tax	
Corporation – B corp	One or more people	Owners are not personally liable	Corporate tax	Patagonia, Ben & Jerry's, Seventh Generation
Corporation – Nonprofit	One or more people	Owners are not personally liable	Tax-exempt, but corporate profits cannot be distributed	Gates Foundation, Silicon Valley Community Foundation

Without government
intervention how does American
companies find capital to grow?

Critical Thought (3)



Chat with Claude Lawrence, Vice
President of Payments Strategy,
TD Bank

American Fortune 500 Companies from Postwar Era

- **Medtronic (NYSE: MDT)**
 - 1949 Brothers-in-law started a repair business focused on medical electronics
 - 1957 Development of first implantable pacemaker
 - 1967-1974 Enters international markets
 - 1985 – 1990 New products, new markets
- 90,000+ employees
- 150+ countries
- Revenues USD\$30.8 billion (2017)
- Net Income USD\$4.02 billion (2017)

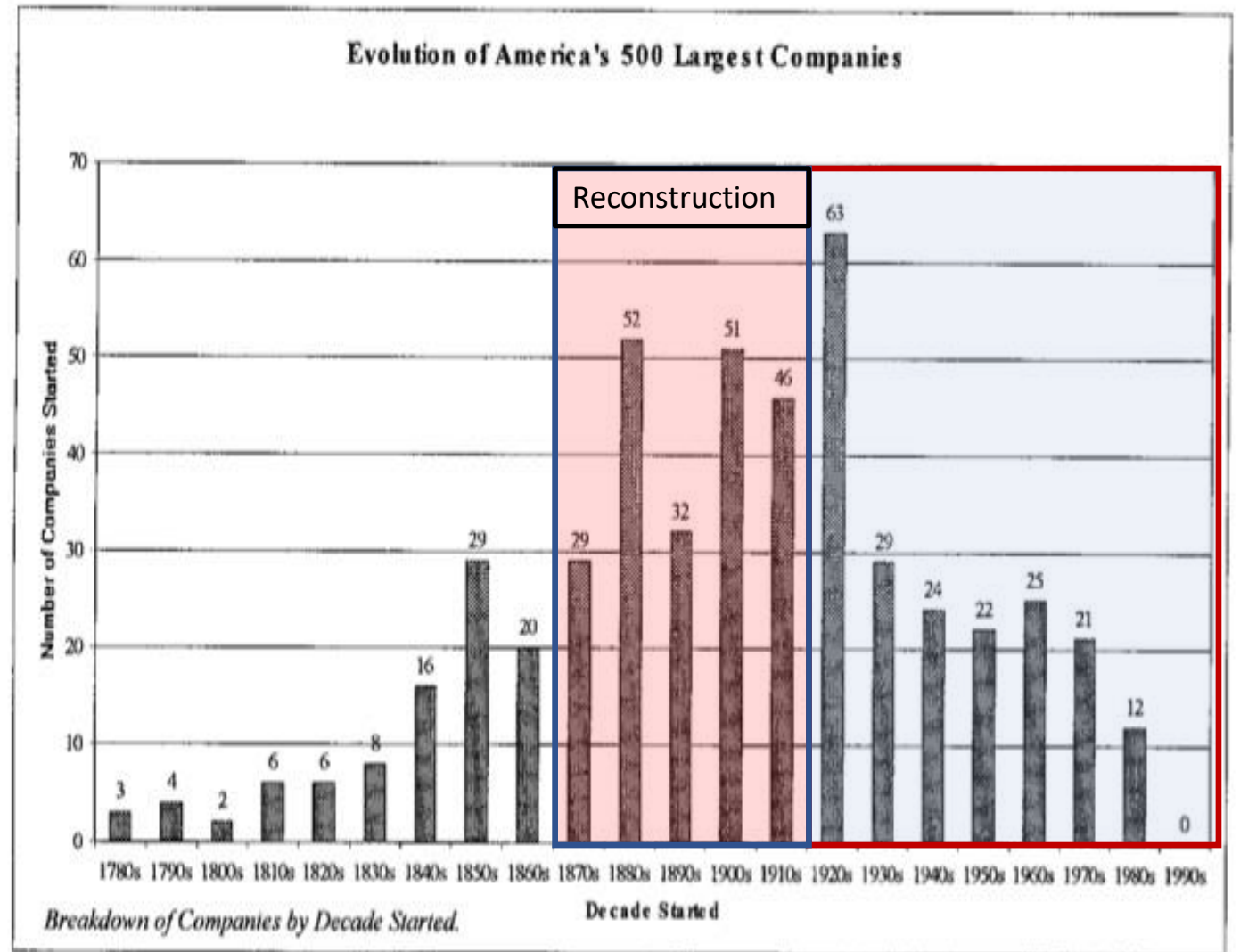


Figure 1.3 Founding Dates of the 1994. *Fortune* 500 Companies. [Modified from Harris Corporation, "Founding Dates of the 1994 *Fortune* 500 U.S. Companies," *Business History Review*, vol. 70, no. 1 (Spring 1996), p. 89, ranking based on sales.]



Chat with Dr. Trevor Gunn, Vice
President of International Affairs,
Medtronic

Demographics: By ethnicity

U.S. POPULATION BY RACE AND ETHNICITY in 2018



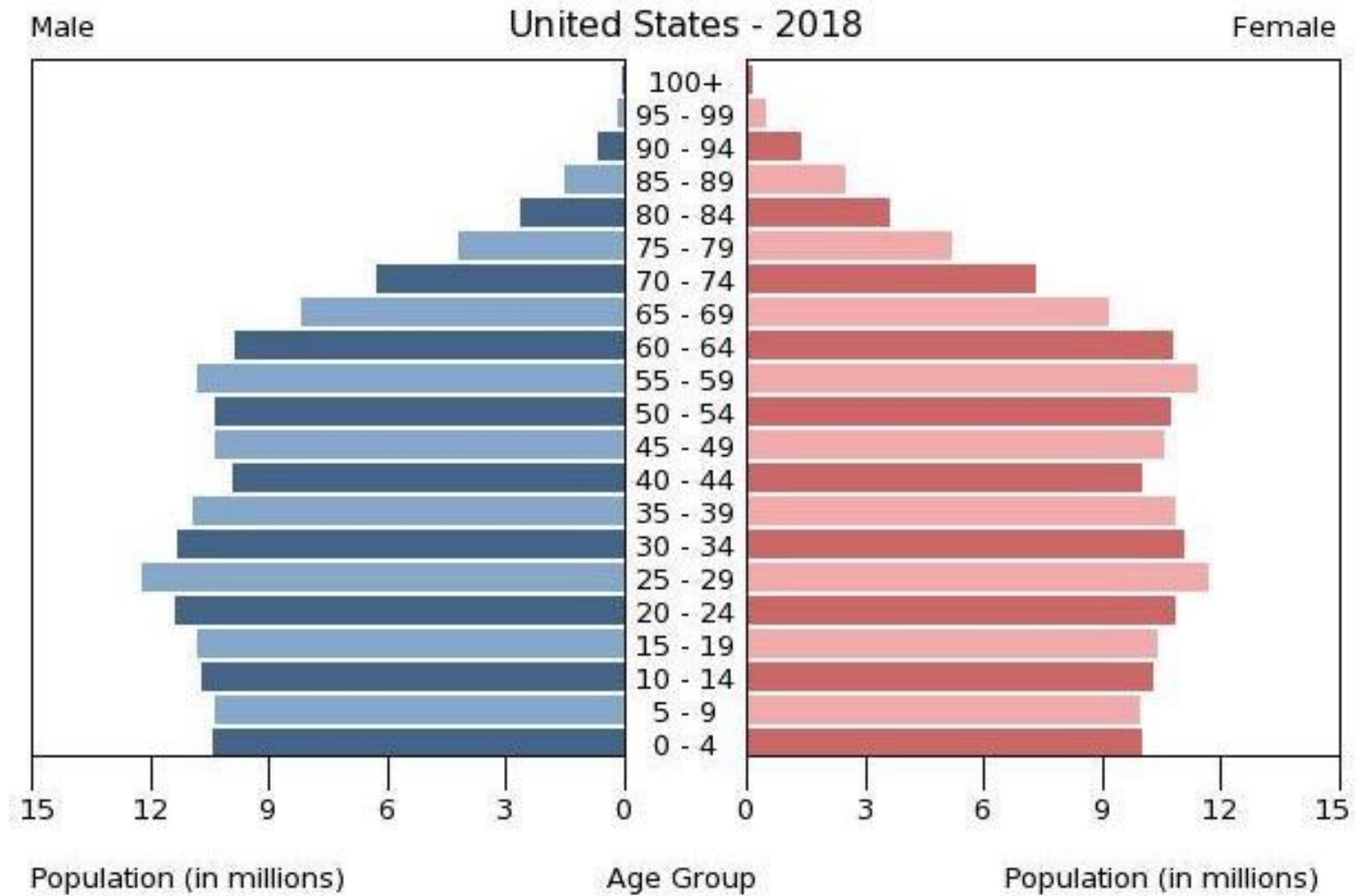
The nation's child population is more diverse than its total population.



White Hispanic or Latino Black Asian Multiracial American Indian or Native Alaskan Native Hawaiian or Pacific Islander

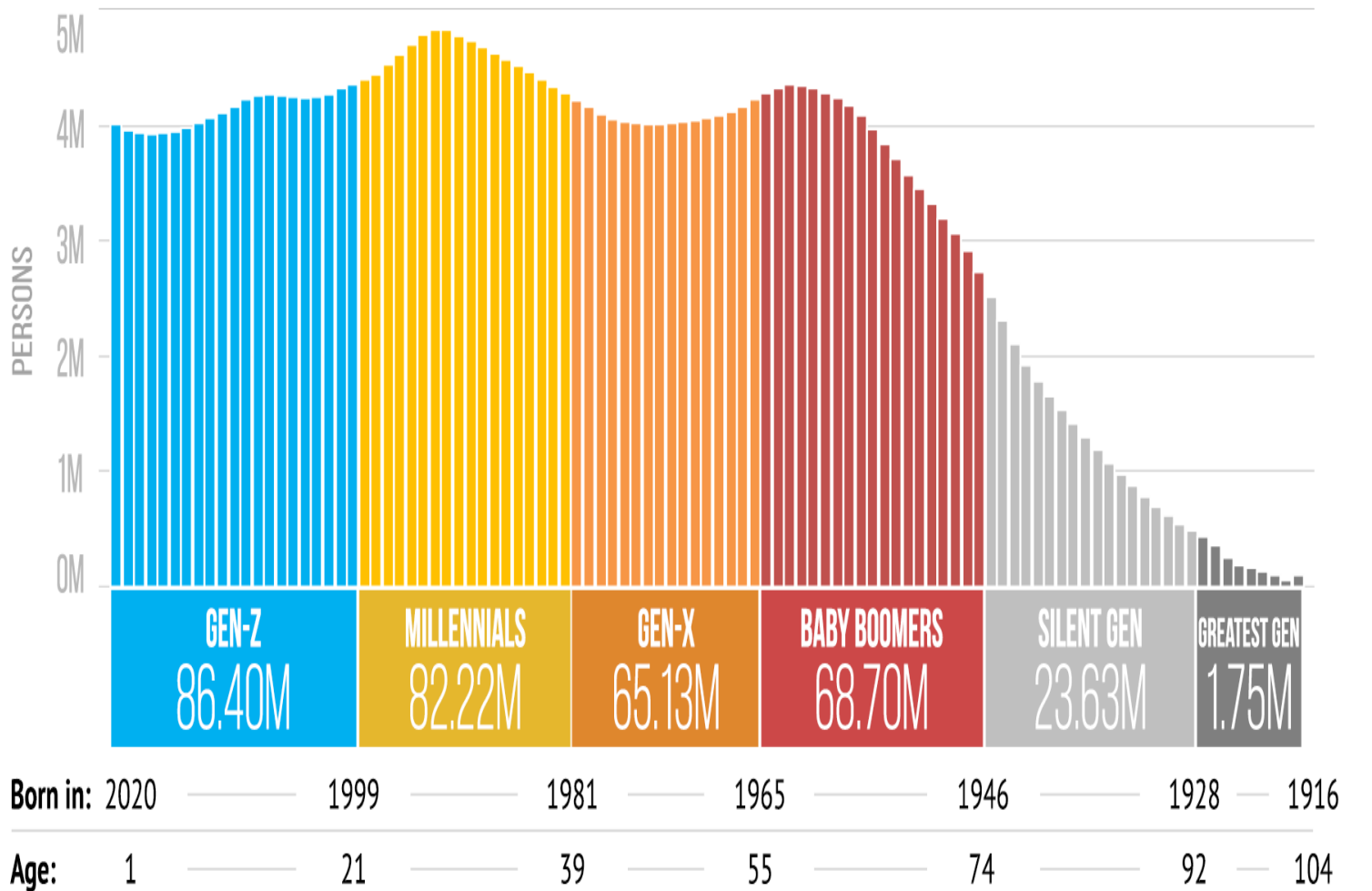
- More than half of US population is considered White
- Child population suggest US population will shift

Demographics: By Age



Total US Population by Age and Generation

As of 2020



Demographics: By Age

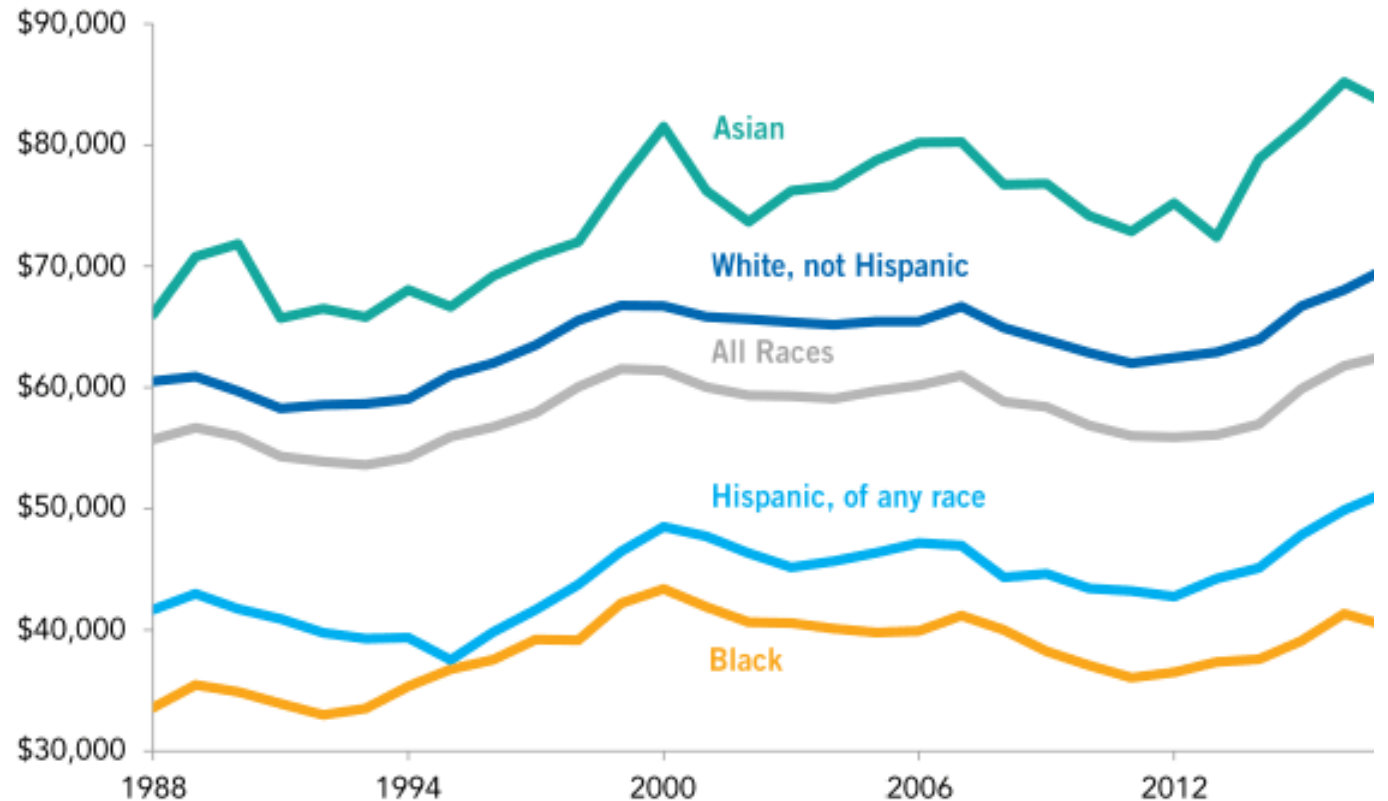
Critical Thought (3)

Is population growth good or bad for the economic prosperity of a nation?



Income varies widely across racial and ethnic groups in United States

MEDIAN HOUSEHOLD INCOME BY RACE/ETHNICITY OF HOUSEHOLD HEAD (2018 DOLLARS)



SOURCE: United States Census Bureau, Current Population Survey, Annual Social and Economic Supplements.

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F

Wrap-Up



FINAL
QUESTIONS/DISCUSSIONS



HOUSEKEEPING



CASE STUDY DETAILS



CASE STUDY ANALYSIS

Preparing for Success and IMPACT

Professor
T.L. Omowale Crenshaw



School of
Business

April 21, 2021

Team 1

Floyd Masemula Mgidi32@gmail.com
Javed Sultan javed.sultan@vodacom.co.za
Lesotla Mmesi lesotlam@gmail.com
Lindelani Ngomane lindelanir11@gmail.com
Motseoeme James Molefe jmolefe70@gmail.com
Choene Ramotshela ramotsw@gmail.com

Team 2

Navith Kunjebharie navith@vodamail.co.za
Nikiwe Mufamadi nikiwe_m@yahoo.com
Nonhlanhla Mgaga mazulunm@gmail.com
Oscar Sono 1133278@students.wits.ac.za
Seelan Periathamby periaths@vodacom.co.za

Team 5

Monde Gqoli gqolim@gmail.com
Seseselelo Matlapeng 9011793r@students.wits.ac.za
Sandile Mbonambi vanakzn@yahoo.com
Trisha Devassy trish.naidoo@gmail.com
Vusisizwe Mbatha vusisizwe@gmail.com
Oneile Slave 2245689@students.wits.ac.za

Team 3

Sumesh Ghirdari sumesh.ghirdari101@gmail.com
Tshifhiwa Makhari 2322045@students.wits.ac.za
Umesh Madhav Umesh.m@icloud.com
Zondre Seitei zondre.seitei@gmail.com
Muhammed Khalid Fadal khalidfadal@gmail.com

Team 4

Lindokuhle Ratshitanga lindokuhle.kubheka@ymail.com
Thabo Ramara thiboramara1@gmail.com
Thabile Dube 768584@students.wits.ac.za
Octavia Mashaba ommashaba@gmail.com
Miehleketo Chavalala mlchavalala@gmail.com

CASE ANALYSIS

Contents

01

OVERVIEW OF CASE STUDY ANALYSIS

Research, structure and problem solving

02

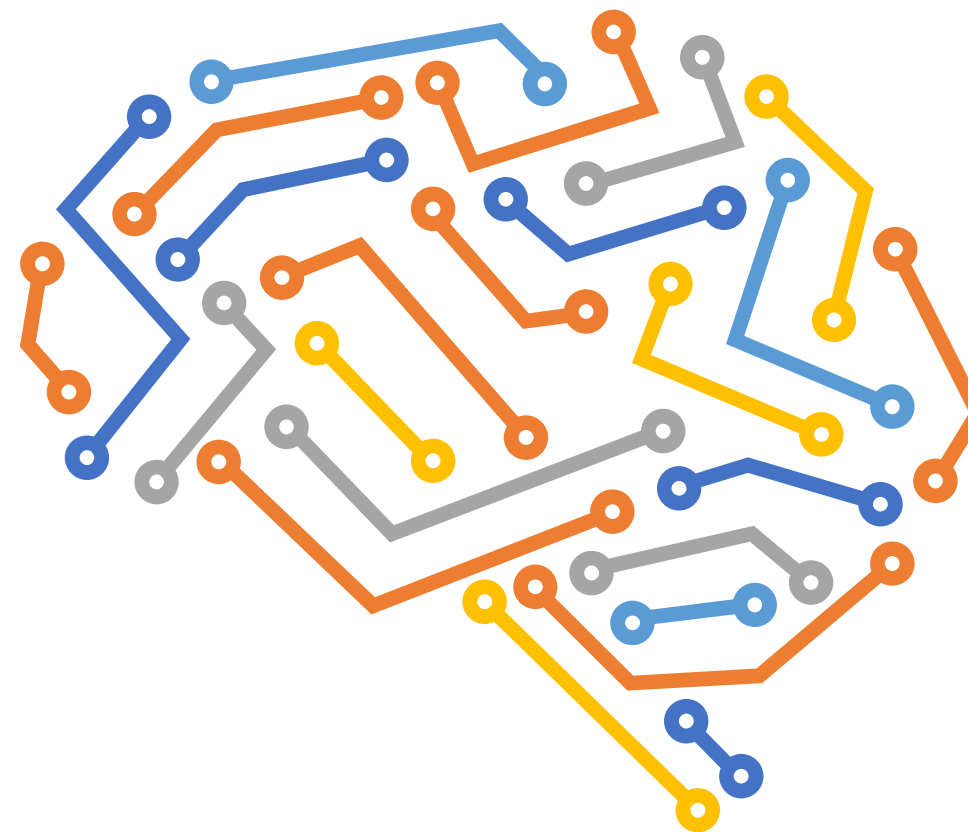
ANDRESSEN HOROWITZ CASE STUDY

What are the key issues in the case?

03

PREPPING YOUR CASE

More structure, making hypothesis,
secondary and tertiary research, being MECE



OVERVIEW OF CASE STUDY ANALYSIS

Problem Solving: Deduction & Induction. In logic, we often refer to the two broad methods of **reasoning** as the **deductive** and **inductive** approaches. **Deductive reasoning** works from the more general to the more specific. ... **Inductive reasoning** works the other way, moving from specific observations to broader generalizations and theories.

CASE ANALYSIS OVERVIEW

- ***Business cases are used as an example or proxy to address issues and challenges in problem solving that require management and leadership intervention.***
- ***Cases can be focused on several topics, global regions, functional areas, industry sectors and/or types of organizations.***
- ***Cases can focus on “for profit” entities or “public sector” issues facing governments, NGO’s (non-government organizations), or “non-profit” organizations.***
- ***Case analysis is an excellent methodology to assist in the framing, structuring, understanding, and solving of problems.***



KEY QUESTIONS

CASE ANALYSIS STRUCTURE

- How to properly frame and structure the critical issues in case analyses?
- How to address the primary, secondary and tertiary issues in case analyses and problem solving in general?
- How to look beyond the basic materials and information provided in a case and seek to develop a richer more robust analyses by seeking additional supplemental information and material?
- How to understand and address the capital (financial and human) implications (short and longer-term) in problem solving?
- How to identify and address the political, societal, environmental, legal, and technological implications in case analysis and problem solving?
- How to strategically address and recommend viable and IMPACTFUL solutions to the issues and problems being addressed?
- How to effectively communicate your recommendations into a comprehensive, compelling, and actionable presentation?



ANDREESSEN HOROWITZ

Founded in 2009, Case focus = Circa: December 2013



A16Z is a numeronym that represents the venture capital firm Andreessen Horowitz. The numeronym is the first and last letter of the firm with the character count in-between.

Silicon Valley



ANDREESSEN HOROWITZ

INVESTMENT PORTFOLIO

2009-2013



2010



airbnb

2011



2013



2012

CRITICAL ISSUES TO ADDRESS in the a16z CASE

The Situation: After the market development conference, the founding partners of a16z called a meeting with the six other general partners to determine....

- Should a16z double its assets under management (AUM) for the next few years?
- Would this growth require a doubling of the General Partners (GP's)?
- In a larger firm, would it still be possible to sustain “high-quality” communications between team members, which is critical to network model’s success?
- If a16z doubles its AUM, could it continue to invest solely in Silicon Valley-based information technology start-ups?
- Could the firm preserve its edge if it diversified into other geographic areas (e.g. New York, China, Joburg, etc.) or sectors (e.g. clean tech, biotech, etc.).

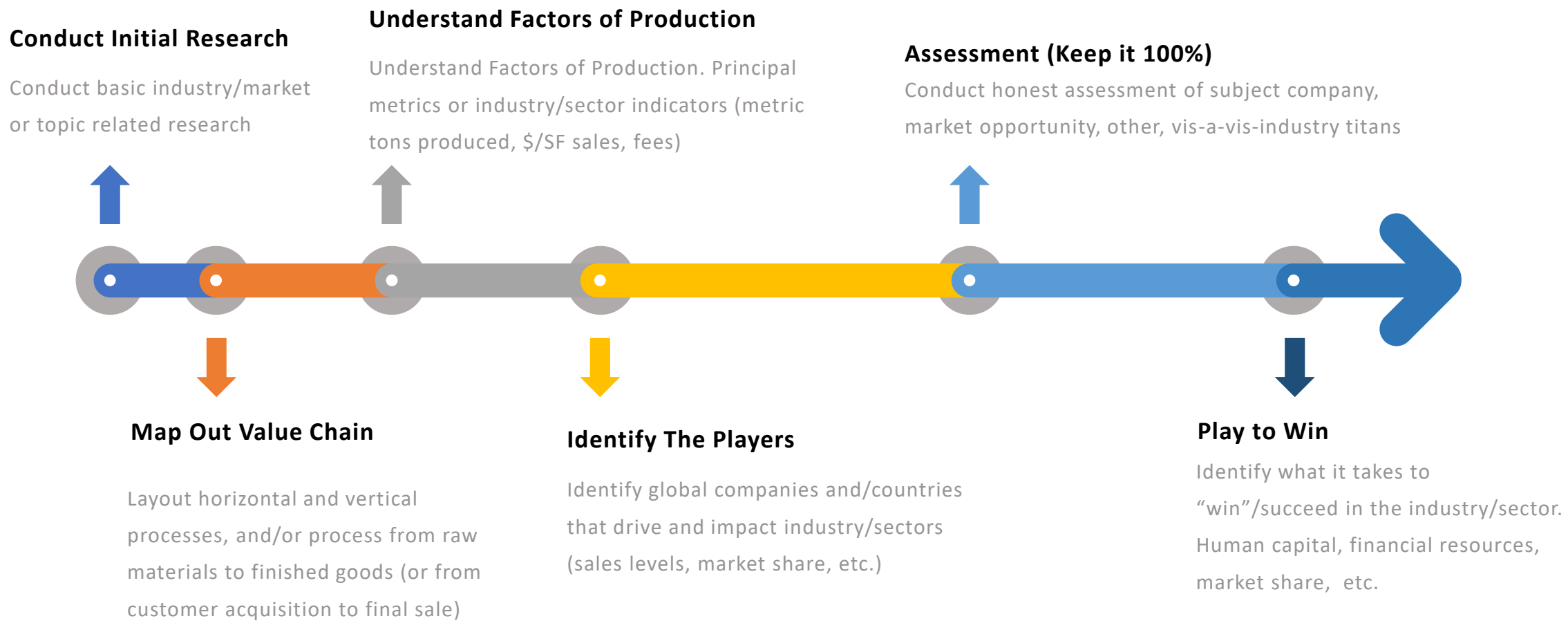
PREPPING YOUR CASE

Conducting Due Diligence and Researching Background or Supporting Information

Many Times to Better Understand the Situation and Context

CASE ANALYSIS

DUE DILIGENCE PROCESS



CASE STUDY EVALUATION RUBRIC

Presentation Due Date **Friday, 23rd of April**

Presentation Details **15 minutes presentation; 15 minute panel**

Q&A

Presentation **Mark Allocation**

Criterion	Mark Allocation (%)
T=Use of the theory covered in the course.	15
A=Application of the theory to the relevant case study	30
R=Research and use of relevant data to complement situation analysis	30
P=Structure, layout, style and referencing	25
TOTAL	100