The Wall Street Journal Instructor Guide

An Overview for Business Professors Fall 2018

About The Wall Street Journal's Instructor Guide

We developed this guide to help you maximize The Wall Street Journal as a resource for your classes. You'll be able to energize discussions and engage students with tangible examples of course concepts that your students can apply in the real world. In addition, with the help of faculty partners, we've curated a special collection of our most popular and thought-provoking articles across management. For each of these readings, we provide a summary, correlation to course topics, classroom applications and questions suitable for launching discussions and conducting assessments.

Here are some of the many ways to incorporate WSJ into your courses:

- **Course Readings:** Assign articles as required reading alongside your textbook sections. For best results, include assessment questions on quizzes and exams.
- **Discussion Launchers:** Use articles to spur classroom and threaded discussions in online and hybrid courses on core concepts and current events.
- **Extra Credit:** Allow students to read optional articles and answer assessment questions for extra credit.
- **Group Projects:** WSJ is a rich source of real-world topics for group research and presentation projects.
- **Research Papers and Case Studies:** WSJ features provide timely citations for research projects.

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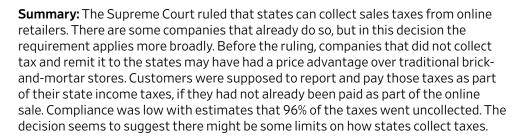
Supreme Court Rules States Can Collect Sales Tax on Web Purchases

Reporter: Jess Bravin, Brent Kendall and Laura Stevens

(06/22/18)

Reviewed By: Ann Hackert, Idaho State University

Topics: Legal Environment, Taxation



Classroom Application: Students can discuss the Supreme Court ruling from many perspectives. Students can also discuss whether having to pay tax will shake up e-commerce or whether there are other advantages online shopping offer customers, so they will continue to shop via this modality.

- Describe the outcome of the Supreme Court case brought by South Dakota. Review the changes that will occur from the perspectives of large mostly online retailers, traditional brick-and-mortar retailers with an online presence, smaller businesses, states and localities that will now collect sales tax, customers who will be paying more tax and Congress.
- 2. How has Congress responded to the changing retail landscape that included growing online sales with some e-commerce companies avoiding state sales tax?
- 3. What was the importance of having a physical presence in a state when it came to e-commerce and sales taxes? Why did Amazon's original business model avoid sales tax? Why did the company change its tax-avoidance strategy?
- 4. Assess the possible costs of compliance both from the perspective of large companies and smaller companies. How might technology help compliance? What are some of the possible provisions of state and local tax laws that might address the concerns of smaller companies?

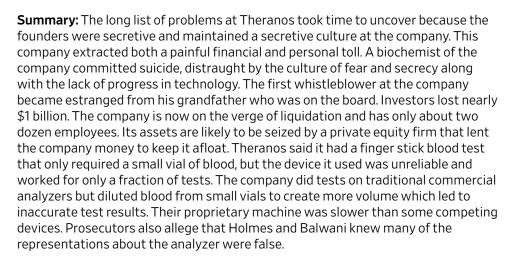


U.S. Files Criminal Charges Against Theranos's Elizabeth Holmes

Reporter: John Carreyrou (6/16/18)

Reviewed By: Ann Hackert, Idaho State University

Topics: Fraud



Classroom Application: Students can discuss how a company like Theranos was able to attract and defraud investors. Another topic for discussion is why the consequences of the failed tests and technology were significant, because they involve medical tests.

- 1. How did the consequences and allegations differ from the civil charges made by the Securities And Exchange Commission? How were the civil charges resolved?
- 2. Create a list of all the problems with this company.
- 3. Company valuations and startup firms that have yet to make an initial public offering can sometimes be difficult to research and scrutinize. What steps should investors take in order to avoid the kinds of problems at Theranos?
- 4. How could strong corporate governance and a board of directors prevent the kind of fraud allegated in the case of Theranos? Why did the board and investors allow the company to maintain its secrecy and culture?

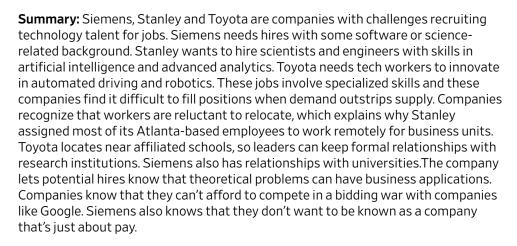


Now Fighting for Top Tech Talent: Maker of Turbines, Tools and Toyotas

Reporter: Lauren Weber (6/1/18)

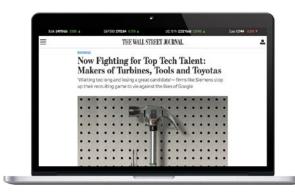
Reviewed By: Ann Hackert, Idaho State University

Topics: Careers, Labor, Technology



Classroom Application: This article is an employer perspective that can give insight into job availability. Students can discuss how employers face challenges because the skills they need are evolving faster than universities can train people. Demand for skilled workers exceeds supply and workers are less willing to uproot their life and move to a new location for a job.

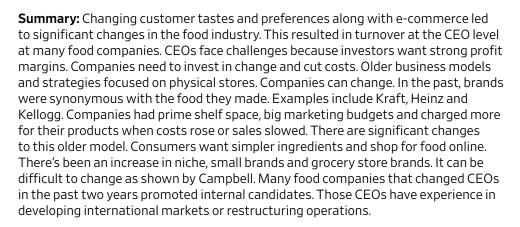
- 1. Why are the companies in the article unwilling to get into a bidding war for employees with Google and similar companies?
- 2. List the three factors that handicap employers as they search for workers to fill their technology-based jobs.
- 3. Evaluate the innovative ways companies are responding to the shortage of technology employees.
- 4. How have salaries responded to the shortage in the supply of workers with the skills required in technology?
- 5. Discuss how the failure to recruit the right people can also carry a price for companies.



Food Companies Churn Through CEOs, Desperate for Fresh Ideas

Reporter: Annie Gasparro and Jacob Bunge (5/30/18) **Reviewed By:** Ann Hackert, Idaho State University

Topics: Business Strategy, CEO, Consumer Behavior



Classroom Application: There's an interesting quote in this article. A food analyst says "the industry kind of reminds you of an NFL off-season with all the coaching changes. When a team changes its head coach, that doesn't do anything in and of itself unless that person brings a new strategy and it's a different outcome." Students can consider this quote and its application to the food industry. They can consider the challenges facing this industry and why it's been difficult for companies to respond using the old playbook. Business strategy and the changes needed to succeed can be the focus of discussion. Does it look as if the companies that changed their CEO will have a different outcome?

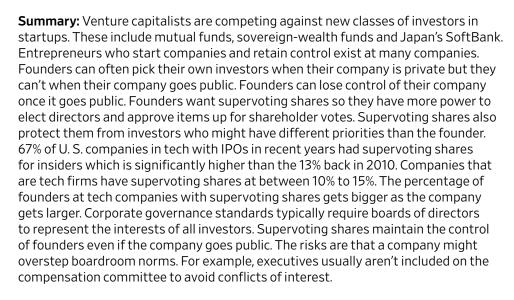
- 1. Assess the challenges faced by the food industry.
- 2. What are the characteristics companies are looking for when they select new CEOs in this industry?
- 3. Describe the old business strategy for companies in the food industry and compare that with what they need to do to succeed in the current environment.
- 4. What is the role of an activist investor at any company? What is their role in the food industry?
- 5. Use the example of ConAgra to discuss a successful business strategy and its impact on stock price.



"In Founder Friendly" Era, Star Tech Entrepreneurs Grab Power, Huge Pay

Reporter: Rolfe Winkler and Maureen Farrell (5/29/18) **Reviewed By:** Ann Hackert, Idaho State University

Topics: Entrepreneurs, Startups



Classroom Application: Students can discuss the concepts from different perspectives, such as the venture capitalist, the founders, investors, etc. Students can discuss why founders might want to maintain control of the companies they started.

- 1. What is the role of venture capitalists in a company startup? Why do venture capitalists seem reluctant to be viewed as unfriendly to founders?
- 2. List each of the companies discussed in the article and used as examples of founder control. Are there any disadvantages at present for other investors because of the founders' control?
- 3. Using the data from the article, discuss the percentages of tech companies that staged IPOs and had supervoting shares. How does this compare to non-tech U.S. ventures with IPOs?
- 4. Discuss supervoting shares from the perspective of company founders.
- 5. List the new competitors who are willing to invest in startups. How does this affect traditional venture capitalists?

