The case in this course is a "ongoing" case, which means that we have been taking an intensive look at one company over the course of 5 modules.  This term, we conducted a strategic analysis of California Pizza Kitchen.  In order to be best prepared and perform well on the cases, it is highly recommended that you complete the background readings and the SLP before writing the case.

This final case involves an analysis of strategy implementation at CPK.  You will use the resources you identified in the SLP to gather information about the company and relate that information to your work in the previous four cases.

 **Step One.**  Review your cases 1-4 so that you are familiar with the mission, vision, SWOT, strategy, and strategic choices you have identified over the course of the class.

**Step Two.**  Research the structure, systems, people, and culture at CPK.  Use the questions listed in the SLP as a guideline.  You will not be able to get answers to every single question, but you will need to answer at least one or two for each component.

**Step Three.** Describe CPK's organizational design, key strategic control systems, primary human resources concerns, and cultural factors that have a direct effect on strategy implementation.

**Step Four.**  In a 4-5 page paper, *critically* evaluate the fit - or lack of fit - between the company's mission, strategy, and organizational components critical to implementation.  Do these componenets complement the strategy?  Why or why not?

Turn in your paper to coursenet before the module deadline.

**Case  Expectations:**

Consider the Case as a formal business report that you are developing for the Board of Directors and CEO as CPK's company consultant. This is a professional document.

* **Executive summary**: a synopsis of the main points, conclusions and recommendations made in the longer report.
* **Introduction:** State the main purpose of the paper (thesis statement), what you hope to accomplish, and how you will go about doing it.
* **Main Body**: The "meat" of the paper. Emphasize analysis, not just description. Delineate separate topics or sections with headings.
* **Conclusion**: Summarize paper in the light of your thesis statement.