PURPOSE
This course is designed to serve as the capstone in your business education. You will study the total enterprise from the senior executive’s point of view. To the fullest extent possible, you will be placed within the context of a general manager’s role, and asked to act in the best interest of the organization and its constituents. Such a position presumes that you are adequately versed in the functional areas of accounting, marketing, finance, human resources, and information systems. As such, this course offers the means for you to integrate previous studies into a holistic view of the business organization.

PREREQUISITES
Registration for this course requires that you be a “business major” in good standing. In addition, you must have successfully completed ECON3402, FINC3511, MGNT3600, and MKTG3803.

METHODS
As your instructor, my goal is to facilitate your learning process by creating a student-centered participatory learning environment. Toward that end, I will provide general guidance and ample assistance. However, the primary responsibility for learning is yours. Indeed much (most?) of your learning will likely come from a combination of independent research and working within a small group. Discussions within teams and preparation for classroom presentations are therefore a crucial part of your learning experience. In order to acquire an in-depth understanding of all the material, each student should spend about two (2) hours in preparation for each session.

The material in this course will be covered with a mix of lecture, independent research, and case studies. However, independent research and case study will be the primary mechanisms for learning. In case study, you will be presented with a series of written representations of real world business situations, wherein you will find a body of descriptive information that is often incomplete, ambiguous, and comprised of an unstructured mix of fact and opinion. Within that context, you will be asked to actively engage your critical thinking skills in the analysis of complex business problems.
LEARNING OUTCOMES
Each student will demonstrate the ability to think strategically about a company. More specifically, this course of study is designed to significantly contribute to the following learning outcomes.

- Recognize, describe, and analyze the critical dimensions of a company’s competitive landscape [A.4].
- Assess the quality of a company’s current business strategy [A.2, A.5].
- Apply appropriate concepts and analytical tools in the process of making strategic decisions and formulating business strategy [A.2, A.5].
- Develop appropriate assumptions to help deal with complexity and ambiguity [A.2, A.6].
- Synthesize knowledge gained from the core business curriculum [A.5, A.6].
- Organize and present one’s work in a professional manner [A.1, A.3].

Note, the student is at the center of the learning process. Consequently, the foregoing learning outcomes are fully possible only when a student is actively involved in and commits sufficient personal resources to the learning process.

STUDENT EVALUATION
Each student is required to complete the following work:

1. The “Your Company” assignment → 35%.
2. Problem solving and making strategic choices → 20%.
3. Participating in a “Case Presentation” → 25%.
4. Case-Based test of “Business Problem-Solving Skill” → 15%.
5. Participation (includes outcomes survey and record of contact time) → 5%

Your scores from the foregoing work will be weighted as indicated. If the weighted average on the five assignments is below 60, then your overall grade for this course is F. If the weighted average on the assignments is ≥ 60 but < 70, then your overall grade for this course is D. If the weighted average on the assignments is ≥ 70 but < 80, then your overall course grade is C. If the weighted average on the assignments is ≥ 80 but <90, then your overall grade for this course is B. If the weighted average on the assignments is ≥ 90, then your overall grade for this course is A.

NOTES
1. There are no opportunities for extra-credit!
2. **Late submissions will not be accepted!** Assignments must be turned in on the day assigned, at the start of class.
3. Plagiarism and other forms of academic dishonesty may result in an “F” for the course.
## Course Outline: Summer 2004 – MGNT4660

<table>
<thead>
<tr>
<th>Class Dates</th>
<th>Material To Be Covered</th>
<th>Required Reading</th>
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<tbody>
<tr>
<td><strong>First Week:</strong></td>
<td>• Orientation &amp; what to expect</td>
<td>Chapters 1, 2, 3, and 4</td>
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<tr>
<td>June 7&lt;sup&gt;th&lt;/sup&gt; → 11&lt;sup&gt;th&lt;/sup&gt;</td>
<td>• Lectures covering Chapters 1 through 4</td>
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<td>• Formation of teams/groups</td>
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<td></td>
<td>• “Your Company” assignment</td>
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<td></td>
<td>• Review a sample 10-K</td>
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<td>• Group work session – Robin Hood</td>
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<td><strong>Second Week:</strong></td>
<td>• Submit “Your Company” assignment at start of class on Monday</td>
<td>Chapter 5</td>
</tr>
<tr>
<td>June 14&lt;sup&gt;th&lt;/sup&gt; → 18&lt;sup&gt;th&lt;/sup&gt;</td>
<td>• Lecture covering Chapter 5</td>
<td>Ashley’s Sandwich Shop</td>
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<td></td>
<td>• Group work sessions – Solving business problems and making strategic choices</td>
<td>JP’s Cyber Café</td>
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<td>• Student/Team Case Presentations</td>
<td>Kristen’s Videos, Inc.</td>
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<td>o Pasta Perfect</td>
<td>Pasta Perfect</td>
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<td>o Steadman’s Realty</td>
<td>Steadman’s Realty Co.</td>
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<td><strong>Third Week:</strong></td>
<td>• Student/Team Case Presentations</td>
<td>Giuseppe’s Sausage Co.</td>
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<tr>
<td>June 21&lt;sup&gt;st&lt;/sup&gt; → 23&lt;sup&gt;rd&lt;/sup&gt;</td>
<td>• pasta Perfect</td>
<td>Bahamas Divers Resort</td>
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<td>o Giuseppe’s Original Sausage Co.</td>
<td>Walsh Petroleum</td>
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<td>o Bahamas Divers Resort</td>
<td>“Best of Show”</td>
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<td>o Walsh Petroleum</td>
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<td>o “Best of Show”</td>
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<td>• In-class test – Case-based</td>
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### “YOUR COMPANY” ASSIGNMENT

Each student must select 2 or 3 companies from the Top 100 Georgia companies listed at the following website - [www.ajc.com/business](http://www.ajc.com/business). The intent is that each student will have a different company. Some companies are found to be particularly popular choices. For example, the larger and better known companies such as Home Depot, UPS, Delta, Coca Cola, BellSouth, Sun Trust and Georgia Pacific are chosen frequently. Consequently, it is best to have your choices draw from large, mid-sized, and smaller firms.

Once we have arrived at the selection of “Your Company” the first assignment is to obtain a copy of the Value Line summary page from the library (if one exists for your company). You are to then visit your company’s website and print out a copy of the firm’s 10-K report. A copy of the 10-K can also be found at [www.sec.gov/cgi-bin/srch-edgar](http://www.sec.gov/cgi-bin/srch-edgar) by entering your company name “and 10-k” (no capitals).
Using the 10-K as the primary resource, you are to prepare a Strategy Report, which is due at the start of class on June 14th. The format for that report should conform to the following outline:

- **Cover page**
- **Part I – Where are we now? Describing your company’s competitive landscape.**
  - What industry does your company compete in?
  - Draw a strategic group map for that industry and use it as a basis for discussing your company’s………
    - Direct competitors and the nature of rivalry between those firms
    - The nature and character of the threat to your firm from substitutes
  - The nature and character of the threat to your firm from indirect competitors
    - Potential new entrants
    - Powerful suppliers
    - Powerful buyers
  - The nature and character of dynamic forces in your firm’s environment
    - Life-cycle effects
    - Driving forces
- **Part II – What is your company’s current business strategy?**
  - The mission statement
  - Functional strategies
    - Marketing & sales
    - Operations
    - Information systems
    - Human resources
    - Accounting & finance
    - R&D
- **Part III – Are you satisfied with the results from the current business strategy?**
  - Is your company’s competitive strength/position acceptable?
  - Has your company’s strategy yielded acceptable financial performance?
  - Do the merits of your company’s strategy and its future performance have an acceptable degree of sustainability?
    - Is vulnerability to imitation an important problem?
    - Is vulnerability to substitution an important problem?
    - Is vulnerability to holdup an important problem?
    - Do environmental dynamics present important threats or opportunities?
    - Is the company’s future performance vulnerable to the onset of stalemate?
- **Part IV – Recommended changes to the company’s current business strategy**
  - What are the important problems confronting your company?
  - What are the most critical strategic issues confronting your company?
  - What options are available for dealing with those issues?
  - What are your recommendations?

Although your company’s 10-K is the primary resource for information, it need not be the only information resource used: you may also use the Value Line Reports and your company’s annual report. Other resources (e.g., magazine articles, investment analyst reports, web-based articles, etc.) are absolutely off limits for this assignment.