

**WARRINGTON COLLEGE OF BUSINESS
AGENDA**

**Friday, October 8, 2004
3:00 p.m *** 102 Stuzin Hall**

GENERAL FACULTY MEETING

1. Minutes from the April 7, 2004 General Faculty Meeting
2. Undergraduate Committee presents an informational item for discussion:
ISM 3004 to count as a business elective for BABA students
3. Other

GRADUATE FACULTY MEETING

1. Minutes from the April 7, 2004 Graduate Faculty Meeting
2. Masters Committee presents a new course for approval:
New Course:
GEB 6972 International Business Final Project
 - Credits: 2
 - Contact Hours: .5/head
 - Prerequisite: MAN 6636-Global Strategic Management
 - Description: Capstone course for International Business program.
Comprehensive analysis and information synthesis
of a multinational corporation.
3. Masters Committee presents an informational item for discussion:
Changes to the MAIB program (to be distributed at meeting)
4. Other

General Faculty Meeting Minutes

April 7, 2004

1. The General Faculty Meeting Minutes (December 12, 2003) were approved.
2. A motion was made and seconded to approve a new course: GEB 4113 - Venture Creation.
 - ♦ Credits: 3 credits
 - ♦ Contact Hours: 3 hours
 - ♦ Description: Provide students with the background and tools necessary to participate in the new venture creation process. Business plans will be developed.
3. The following informational items were presented – no discussion took place.
 - a. Change in the calculation of the Pre-professional GPA:
They will be calculated based on all attempts of the seven (7) pre-professional courses or their equivalents. Once a student receives a grade of C or higher in a pre-professional course or its equivalent, no subsequent grade in that course will be used in calculation of the pre-professional GPA.
 - b. QMB 3250 has been approved as a substitute for STA 4033 in the BSBA CIS program.
 - c. The minimum required pre-professional GPA for the DIS major has been lowered from 3.25 to 3.0.

A motion was made and seconded to adjourn the General Faculty meeting.

Graduate Faculty Meeting Minutes

April 7, 2004

1. The Graduate Faculty Minutes (December 12, 2003) were approved.
2. A motion was made and seconded to approve a new course: BUL 5832 – Commercial Law for Accountants:
 - ♦ Credits: 2 credits
 - ♦ Contact Hours: 2 hours
 - ♦ Prereq: Level 5-Master of Accounting
 - ♦ Description: The course aims at exposing the accounting student to the legal ramifications of business transactions. The basic transactional areas to be studied include contracts, sales and secured transactions. The course will conclude with a brief review of accountants' legal liability.

The Masters Committee withdrew this item: *Course change:* GEB 6941 – Internship

A motion was made and seconded to approve a course change for MAN 6257 – Power and Politics in Organizations.

- ♦ Credits: OLD – 2 credits
NEW – Variable credits
- ♦ Contact Hours: OLD – 2 credits
NEW – 1-3 credits
- ♦ Repeatable Credit: OLD – No
NEW – Yes

A motion was made and seconded to approve a course change for MAN 6721 – Business Policy.

- ♦ Credits: OLD – 3 credits
NEW – Variable credits
- ♦ Contact Hours: OLD – 3 credits
NEW – Variable credits
- ♦ Repeatable Credit: OLD – No
NEW – Yes

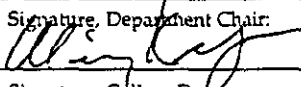
3. A motion was made and seconded with 1 opposed to approve a new course: BUL 6652 – The Law and Ethics of Corporate Governance
 - ♦ Credits: 3 credits
 - ♦ Contact Hours: 3 hours
 - ♦ Prereqs: BUL 5810 or BUL 5811
 - ♦ Description: The law and ethics underlying and governing the structure and operation of the business corporation in the US and other industrial countries.

4. The following was presented as an informational item and no discussion took place.
The MBA Committee approved the discontinuation of the arts administration concentration.

5. Other:
 - Six faculty have been hired: 2 in Accounting, 2 in Management, 1 in Economics, and 1 in DIS.
 - Hiring next year is tbd. Openings depend on funds. DIS will be first on the list next year.
 - MBA rankings were discussed. Alex has program to help with performance.
 - The results of the budget hearing were discussed.
 - The University may switch to a new budgeting system called: Responsibility Centered Budgeting.
 - Enrollment capping for UG. Interest is in growing the Graduate program.
 - Faculty were encouraged to attend May 2 graduation at 2p.m.

A motion was made and seconded to adjourn the Graduate Faculty Meeting.

PART I: TO BE COMPLETED BY THE INSTITUTION

Institution Name: University of Florida		Institutional Code: 001535	Instructional Unit or Department Name, Department Code and SAMAS Number: Business Admin- General 011701000	
Recommended SCNS Course Identification:				
Discipline (SMA) 1 5 5	Prefix G E B	Level 6	Course Number 9 7 2	Lab Code _____
Institution's Course Title: International Business Final Project				
Effective Term (first date course will be offered): Spring 2005				
Amount of Credit: 2	Type of Credit: <input checked="" type="checkbox"/> College	If Repeatable Credit or Variable Credit: _____ total repeatable credit allowed _____ minimum / _____ maximum credit within a semester		
Total Clock Hours: N/A	Contact Hour Base _____ or head count .5			
Course Description (A course syllabus must be attached.): Capstone course for International Business program. Comprehensive analysis & information synthesis of a multinational corporation.			Mark all that apply: Rotating Topic <input checked="" type="checkbox"/> yes <input type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no	
Prerequisites: (This form does not update ISIS or registration prerequisite checking.) MAN 6636				
Corequisites:				
All faculty teaching this course have completed at least 18 graduate semester hours in the teaching discipline and hold at least a masters degree. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Degree Type (Mark all that apply): <input type="checkbox"/> Associate of Arts <input checked="" type="checkbox"/> Graduate Students <input type="checkbox"/> Baccalaureate <input type="checkbox"/> Other (specify): _____		Gordon Rule Course? Requires action by the General Education Council <input type="checkbox"/> Yes _____ <input checked="" type="checkbox"/> No Number of Words _____		
General Education Requirement (check all applicable): Requires action by the General Education Council		<input checked="" type="checkbox"/> Communications	<input checked="" type="checkbox"/> Math	<input checked="" type="checkbox"/> Social Sciences
		<input checked="" type="checkbox"/> Humanities	<input checked="" type="checkbox"/> Natural Science	
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input checked="" type="checkbox"/> Advanced				
Department Contact, Telephone Number and PO Box: Mindy Kraft, 273-0343, 117164		(Date) 8/23/04	Signature, Department Chair:  (Date) 8/25/04	
College Contact, Telephone Number and PO Box: Sharon Haughton, 392-8436, 117150		(Date) 8/23/04	Signature, College Dean: _____ (Date) _____	
Signature, Graduate Dean (if applicable): _____		(Date) _____	Signature, Registrar (Institutional Contact): _____ (Date) _____	

PART II: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new): _____

Decade Title (if new): _____

Century Title (if new): _____

Signature, Faculty Discipline Committee Representative: _____ Date: _____

PART III: SCNS STAFF USE ONLY

Signature, SCNS Staff _____ Date Entered _____ Correspondence Number _____

GEB XXXX, Section XXXX
International Business Final Project
2 Credits

PROFESSOR: John Kraft
OFFICE: Bryan 100
PHONE: 392-2397 ext. 1217
E-MAIL: john.kraft@cba.ufl.edu
OFFICE HOURS: variable by walk-in or appointment

TEXT: Strategic Management: An Integrated Approach, 6th Edition, Hill and Jones, Houghton Muffin Company (HJ).

OUTSIDE READINGS/ RESEARCH SOURCES: Please contact the instructor for recommendations since the topics are individual per student.

PURPOSE: Global managers must be able to understand the many facets of their company's operations, as well as those of their competitors. Through this project, you will analyze the various aspects of a single company's operations (or narrow it down to one division in the case of a larger company such as Procter & Gamble to determine what factors contributed to or hindered their global success.

You will choose a global company or division of a company and analyze the company using a series of assigned questions. The questions are designed to provide a framework to identify the company/division mission, business, performance, and strategies. The complete project will result in the development of a case study of the company.

The course is structured into three parts: First, you will select a global company or major division of a global company. For information gathering, it is strongly recommended that you pick a well developed global company. This will be consistent with the need to provide a series of five project development papers. If you are taking part in an exchange program in the Spring, you may wish to choose a company from the country you will be visiting. Again, remember you will need to collect considerable information on the company to answer the project development papers as well to produce the final company information. The company selection will be due by August 15, 2004. The early date will provide you time to research the company and compile the case. Strategy Module I will define your company. If you change your company, you will need to check with the instructor and complete another Strategy Module I. The module is worth 100 points.

Second, you will be required to submit five strategic modules between August 27, 2004 and March 15, 2005. The five strategic modules will be based on a series of questions which will help you define the company, analyze the industry in which it operates, perform an internal analysis of the company/division, and define the strategies and

company organization. These strategy modules will be worth 500 points (100 points each).

Third, the case project will be due during the semester of graduation. The case is worth 400 points.

I. Project Module Components

The project module questions are drawn from the strategic management modules at the end of the chapters in the book *Strategic Management: An Integrated Approach*, 6th Edition, Hill and Jones, Houghton Muffin Company (HJ).

1. Module 1 – Company Selection

Your assignment for Module 1 is to choose a company/division to study and to obtain enough information about it to carry out the following instructions and answer the questions:

1. Give a short account of the history of the company/division, and trace the evolution of its strategy. Try to determine whether the strategic evolution of your company is the product of intended strategies, emergent strategies, or some combination of the two.
2. Identify the mission and major goals of the company.
3. Who is the CEO of the company/division? Evaluate the CEO's leadership capabilities.

The paper is limited to ten pages. The ideal length is eight pages.

Due on August 27, 2004

2. Module 2 – Industry Analysis

The paper will force on an analysis of the company's external environment. Based on the information you have gathered, answers the following questions.

1. Apply the five forces model to the industry in which your company is based. What does this model tell you about the nature of competition in the industry?
2. Are any changes taking place in the macroenvironment that might have an impact, positive or negative, on the industry in which your company is based? If so, what are these changes, and how might they affect the industry?
3. Identify any strategic groups that might exist in the industry. How does the intensity of competition differ across these strategic groups?

4. How dynamic is the industry in which your company is based? Is there any evidence that innovation is reshaping competition or has done so in the recent past?
5. In what stage of its life cycle is the industry in which your company is based? What are the implications of this for the intensity of competition both now and in the future?
6. Is your company based in an industry that is becoming more global? If so, what are the implications of this change for competitive intensity?

The paper is limited to ten pages including data, charts and notes (the ideal length is eight pages).

Due November 5, 2004

3. Module 3 – Company Competitive Position

The module defines the company's competitive position. Using the information, answer the following questions.

1. Identify whether your company has a competitive advantage or disadvantage in its primary industry. (Its primary industry is the one in which it has the most sales.)
2. Evaluate your company against the four generic building blocks of competitive advantage: efficiency, quality, innovation, and responsiveness to customers. How does this exercise help you understand the performance of your company relative to its competitors?
3. What are the distinctive competencies of your company?
4. What are the barriers to imitating the distinctive competencies of your company?

Answer each question separately. The analysis is limited to ten pages including charts and notes (ideal length is eight pages).

Due December 17, 2004

4. Module 4 – Functional and Business Strategies

The module focuses on the company's/division's functional and business level strategies. You will need to answer the following questions.

1. Is your company pursuing any efficiency-enhancing practices?
2. Is your company pursuing any quality-enhancing practices?
3. Is your company pursuing any practices designed to enhance innovation?

4. What distinctive competencies does your company have? (Use the information from the module on functional-level strategy in the last chapter to answer this question.) Is efficiency, quality, innovation, responsiveness to customers, or a combination of these factors the main driving force in your company?
5. Based on these product, market, or distinctive competency choices, what generic business-level strategy is your company pursuing?
6. Discuss how your company has attempted to develop a competitive strategy to protect its business-level strategy. For example, if your company is operating in an embryonic industry, discuss the ways it has attempted to increase its competitive advantage over time. If it operates in a mature industry, discuss how it has tried to manage the five forces of industry competition.

The paper is limited to ten pages including charts, data, and notes (ideal length is eight pages).

Due January 14, 2005

5. Module 5 – Global and Corporate Analysis

The questions will define the global and corporate strategies for your company. The questions are:

Your company is already doing business in other countries.

1. What strategy is your company pursuing to compete globally? In your opinion, is this the correct strategy, given cost pressures and pressures for local responsiveness?
2. What major foreign market does your company serve, and what mode has it used to enter this market? Why is your company active in these markets and not others? What are the advantages and disadvantages of using this mode of entry? Might another mode of entry be preferable?
3. Has your company ever pursued a horizontal integration strategy? What was the strategic reason for pursuing this strategy?
4. How vertically integrated is your company?
 - A. If your company has entered a new business area during the past decade**
5. Pick one new business area that your company has entered during the past ten years.
6. Identify the rationale for entering this business area.

B. If your company has restructured its business during the past decade

5. Identify the rationale for pursuing a restructuring strategy.
6. Pick *one* business area that your company has exited from during the past ten years.

Due February 18, 2005

Paper is limited to ten pages and including charts, data and notes (ideal length is eight pages).

6. Module 6 – Corporate Governance and Organization

The questions will focus in corporate governance, organization, control, and implementation.

1. Identify the main stakeholder groups in your company. What claims do they place on the company? How is the company trying to satisfy those claims?
2. Evaluate the performance of the CEO of your company from the perspective of (a) stockholders, (b) employees, (c) customers, and (d) suppliers. What does this evaluation tell you about the ability of the CEO and the priorities that he or she is committed to?
3. How large is the company as measured by the number of its employees? How many levels in the hierarchy does it have from the top to the bottom? Based on these two measures and any other information you may have, would you say your company operates with a *relatively tall or a flat structure*? Does your company have a centralized or a decentralized approach to decision making?
4. Draw an organizational chart showing the main way in which your company groups its activities. Based on this chart, decide what kind of structure (functional, products, or divisional) your company operates with.
5. What is your company's corporate-level strategy? How does this affect the way it uses organizational structure, control, and culture?
6. What kind of international strategy does your company pursue? How does it control its global activities? What kind of structure does it use? Why?

The paper is limited to ten pages including charts, data and notes (ideal length is eight pages).

Due on March 18, 2005

7. Case Analysis

Using the information you collected and the series of strategy modules, you will construct a case which will define the company, its industry environment, competitive profile and strategies.

The case is limited to 50 pages including data, notes, and charts. References can be included in the notes at the end of the case (ideal length is 30 to 35 pages).

Final due dates:

May graduation:	April 15, 2005
August graduation:	June 17, 2005
December graduation:	October 14, 2005

II. Organization and Grading

<u>Assignment</u>	<u>Due Date</u>	<u>Points</u>
Module 1	August 27, 2004	100
Module 2	November 5, 2004	100
Module 3	December 17, 2004	100
Module 4	January 14, 2005	100
Module 5	February 18, 2005	100
Module 6	March 18, 2005	100
Case	Depends on Graduation Date	<u>400</u>
		1000

Notes: Students on exchanges can email their assignments and others will turn in the assignment at Bryan Hall 100. When you turn the assignment in, please provide two copies of each of the assignments.

Course grades will be assigned when all seven assignments are completed. Assignments not completed on time will result in a 10 point penalty.

III. Helpful Hints

1. It is in your best interest to select a company with considerable public information and visibility. For a large multi product company, you may wish to limit the assignment to a division or business unit.

2. Assignments are expected to be completed individually. The project draws on information from the strategy course and your other classes. Keep this in mind as you construct your case.
3. The assignments are spaced so as to allow you to gather information on your company, digest the information and complete the case in a timely manner.
4. For those students on an exchange the assignments will provide structure and organization since you will be out of the country. If you have questions, you can e-mail me. The company and assignments, however, are your responsibility.
5. Assignments will be graded and feedback will be given within three weeks.
6. *The module assignment questions are a guide, they are not meant to be exhaustive.*

ACADEMIC HONESTY: You are required to understand and adhere to the University of Florida academic honesty policy outlined here:

<http://www.dso.ufl.edu/judicial/honestybrochure.htm>

After gaining information through research of various sources, you will be required to synthesize that information into your own words, quoting and referencing specific sources where necessary. Plagiarism of information and ideas will be punished accordingly.