Spring 2014 Electives

• Competitive Advantage

• Entrepreneurship & Applied Entrepreneurship

• Strategies for Entertainment and Media

• Catalyzing Social Impacts

• Social Entrepreneurship/Impact Investing
Guide for today: Rodney Lacey

• History
  – U. Florida, UC Irvine, London Business School, UC Davis
  – PhD – Northwestern (Organization Behavior & Sociology)

• Teach core strategy, organization behavior, and managing change at Goizueta

• Research in new industry formation, legitimating new professions, accident explanation routines
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Diverse world of organizations and management

Organizations
- Groups
- Individuals
- Leadership
- Networks

Structure

Strategy
- Formulation
- Competition
- Industry Context

Change
Innovation
Entrepreneurship

Society, Nation, Culture
How do firms achieve a sustainable competitive advantage?

Analyze how firms create competitive advantage

– Positional advantage

– Capability-based advantage

Strategic interaction between competitors

Integrate skills learned in other areas including quantitative and qualitative analysis
Focus on all the elements leading up to the launch of a new business

Study real life examples of both successful and failed business ventures

Development of an idea into a business plan
BUS 661: Applied Entrepreneurship
(Charlie Goetz)

- Focus on “how to” build, launch, manage, grow and sell a new venture
- Provides a set of analytical and solution building methodologies that apply across industries and organizational settings
- Provides experience in running a fictional business from the perspective of the CEO and top management team
• Cultural industries have different rules of the game
  – Example: role of status and relationships
  – Production processes are both bureaucratic and organic

• Strategy important given the changing landscape
  – Technological change is tip of the iceberg
  – Globalization
  – Changed business models (e.g., production as consumption)
• Project-based course where students analyze and develop solutions to complex challenges currently faced by organizations trying to make meaningful social impacts.

• Develop knowledge with structured, systematic background research, and apply it using skills developed at Goizueta (including background and benchmark analysis, primary data collection, problem structuring)

• Generate solutions to assigned problems; past projects include:
  – Truly Living Well (impact tracking framework)
  – Better World Books (study current/potential customer base)
  – Grameen America (Atlanta market entry)
  – Marcus Foundation (evaluated Atlanta Gene Screen project)
• Evolution of role of businesses purposefully seeking to generate positive societal impacts.

  - **Non-profit issues**: Impacts (strategy & scaling), funding, program-related investments

  - **For-profit social enterprise issues**: B Corporations, impact investment (introduction, trends and issues), measuring impact, social entrepreneurs, accelerating impact entrepreneurs

• **Requirements**: **Contribute 20 hours** over the semester to social enterprise (non- or for-profit) of students choosing, written assignments, and class participation