



**STRATEGIC MANAGEMENT AND INTEGRATIVE EXERCISE  
SPRING 2012**

**MGT6125 (TS 1): Mon 12-2, COM 222**

**MGT6126 (TS1): Frid 9-4 on April 13<sup>th</sup> and April 27<sup>th</sup>, COM 222**

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Course Websites: <https://t-square.gatech.edu>  
<http://on.fb.me/r8kczS> (Strategy blog & updates)

**Required Course Materials:**

- 1) Rothaermel, F.T. (2013). *Strategic Management. Concepts*. McGraw-Hill.
  - Two format options
    - Hardcopy (paperback) ISBN 978-0077324452
    - eBook: <http://www.coursesmart.com/007732448X>
- 2) Case Studies (e-format), purchase at <http://www.mcgrawhillcreate.com/shop>
  - ISBN 9781121424531
  - Author: Rothaermel

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**COURSE OBJECTIVE**

Successful completion of MGT6125 enables you to view the organization from a strategic perspective as a general manager/executive. Strategic management is defined by the question of ‘*Why are some companies successful while others fail?*’ The course builds on the functional core area courses (accounting, business ethics/law, finance, IT management, marketing, operations management, organizational behavior). This course strives to integrate the functional areas to understand how firms *gain and sustain a competitive advantage*.

In MGT6126 you will conduct a *strategic management analysis* as an integrative, hands-on exercise (more detail in the document “Strategic Management Project”). Because effective skill building is accomplished by doing, you will form study groups, and each group will conduct a comprehensive *strategic management analysis* of a company, which will be presented at the end of the semester.

The companies to be analyzed are either recruiting actively at Georgia Tech, or are companies which we would like to recruit here (more details below). The ten companies selected for the analysis were chosen in a collaborative effort between the Jones Career Center and myself. This class and the group project

should help you to position yourself better in the job market for an internship and full-time employment in general, and as a consultant or strategist/planner in particular. After successful completion of this course sequence you will be able to:

1. Outline and apply the strategic management process;
2. Analyze industry structure to understand industry performance differentials;
3. Assess a firm's resources and capabilities and their potential to create competitive advantage;
4. Formulate strategies across the functional, business, and corporate level;
5. Formulate strategies in technological dynamic environments;
6. Determine key strategies for competing in a global world;
7. Create organizational change and implement strategies;
8. Conduct a comprehensive strategic management analysis.
9. Become an effective strategic leader.

### GRADING

#### **MGT6125: Strategic Management: Theory and Analysis**

Participation	40%
In-class, individual exam	60%
Course evaluation	1.5% extra credit

#### **MGT6126: Integrative Management Experience**

##### **Group Project (Strategic Management Analysis)**

Strategic Management Analysis Paper	35%
Strategic Management Analysis Presentation	35%
Presentation Attendance and Participation	30%
Course evaluation	1.5% extra credit

#### **Some Ground Rules**

- Classes start and finish on time
- Use your name card in all classes
- Every hour, there will be a 5 min bathroom break
- No laptop use during class or during end-of-semester presentations
- No food in class; drink ok
- Professional attire for presentation & attendance of MGT6126 Strategic Management project (wear MBA name tag)

**In-class Participation.** It is absolutely crucial that you arrive for each class fully prepared to participate in the discussion. You must do the assigned readings prior to class. Just scanning the material is clearly not enough. You should be able to demonstrate an understanding of the relevant issues and problems in the assigned readings.

If you miss class, you will get zero participation points for this day. On the other hand, attendance alone does not entitle you to receive full credit for in-class participation. Thus, attendance is a necessary condition to obtain participation points, but not sufficient. You must (pro-)actively participate to get participation points. Focus on quality contributions and not quantity.

**Integrative Management Experience — Group Project.** You will be part of a self-assigned study group and are asked to give a professional group presentation based on the “**Strategy Term Projects**”

modules, found at the end of each chapter in the textbook. For a complete strategic management analysis, you must work through all twelve modules.

You are asked to form on your own 12 study groups. There should be no more than 6 members in a team. Please email me your study group and company choices no later than noon on **Friday, January 20**. YOU MUST coordinate this on your own. Send only one email per group. If there are students I haven't heard from by the deadline, they will be assigned randomly to form study groups.

Please rank the top **four** company choices of your group, with 1 = first choice (see "Company Profiles" below). While every attempt is made to accommodate your preference, one of the 14 companies will be assigned to each group. Your presentation date is determined by the availability of the company executives (more detail TBA).

### **Group Project Deliverables:**

- **Group Presentation.** Each group is required to give a professional presentation with the modules serving as an outline to conduct a complete strategic management analysis. Professional appearance and attire for the presentation are expected. Business casual for attendees.

The time allotted for each presentation is 25 minutes for the entire group. Each group member must participate in the presentation. Following the group presentation, there will be a 20 minutes Q&A session. Presentations will be evaluated based on completeness (all modules), substance, depth of analysis, style, and handling of questions.

- You are required to hand-in your slides in
  - 1) hardcopy, due at your presentation
  - 2) electronically via email (.ppt or .pptx format), due at your presentation
  - **You may NOT use ANY content or slides from prior student groups. This would be considered plagiarism and reported to the Georgia Tech Dean of Student Affairs.**
- **Group Paper.** Each group is required to hand in a 10 page report (single spaced), excluding references and appendices (e.g., graphs, etc.) documenting its analysis with the modules serving as an outline. Papers will be evaluated based on the rigor and relevance of analysis in addition to original research efforts.
  - The papers for all groups are due in **hard copy** and **e-copy (sent via email)**, **Friday, April 27, before 10 am.**

### **Integrative Management Exercise – Strategic Management Project Companies**

1. AT&T
2. Bank of America
3. CSX
4. Deloitte
5. Delta
6. Emerson
7. Equifax
8. Home Depot
9. McKesson
10. Microsoft

11. Newell Rubbermaid
12. North Highland

### Next Steps

- Form study groups
- Select top four choices and rank order them
  - i. Select 1 team captain per group
  - ii. Submit name of team captain and company choices to me via email no later than **Friday, Jan. 20** by noon
- After being notified which company your team will work on, team captain contacts Page Morton in Jones Career Center to obtain executive contact information
- Ideally, you'll have two meetings during the semester with the executive for 1-2 hours. The first meeting should take place after you have a good understanding of the company through studying publicly available sources.
- The executive will attempt to attend the presentation. Team captains are responsible for confirming presentation dates and times; and for coordinating the executive visit (VIP treatment)
- The company executive will have an opportunity to ask questions and will have 5-10 minutes to comment on the presentation and make general comments.
- We are giving the company the opportunity to pose a strategic question to the team for analysis.
- This project is about applying strategic management concepts to understand the companies situation. Basically, you will be conducting a complete strategic assessment of the company; and use the tools and concepts acquired to address the specific question.
- You may complete with a set of recommendations.
- The project is based on publicly available information.

**Georgia Tech Honor Code.** "I commit to uphold the ideals of honor and integrity by refusing to betray the trust bestowed upon me as a member of the Georgia Tech community." Cases of alleged academic misconduct will be handled by the Office of the Dean of Students (<http://www.deanofstudents.gatech.edu/Honor/>).

**What counts as plagiarism?** Plagiarism refers to the direct quotation of text without appropriate attribution. Every quotation must have a citation, and no amount of text can be quoted without citation. Furthermore, when paraphrasing, borrowing or building upon the work of another author, citation is also required. There are many styles of citation (in the text, in footnotes, etc.). Note that it is NOT acceptable to simply include the quoted source in a list of general references. If you are quoting, you must indicate which specific sections of your text are taken from which specific sources. Basically, your writing should be your own – every word of it – unless it appears in "quotation marks" with a specific citation to the original source, including page number(s). It is surprisingly easy to detect text that has been cut and pasted from a web site, so please do not be tempted to cut corners.

**You may NOT use any content or slides from prior student groups. This would be considered plagiarism.**

### Students with Disabilities

To request classroom accommodations, students with disabilities should contact the ADAPTS office: Assistant Dean/Coordinator for Students with Disabilities, Smithgall Student Services Building, Suite 221 (404-894-2564).

**CLASS SCHEDULE**

Jan. 9	Introduction: Goals and Expectations
Jan. 16	<i>Official School Holiday</i>
Jan. 20	Submit name of team captain and top four company choices (in rank order) to <a href="mailto:frank.rothaermel@mgt.gatech.edu">frank.rothaermel@mgt.gatech.edu</a> via email no later than Friday, Jan. 20 by noon
Jan. 23	<ol style="list-style-type: none"> <li>1) Rothaermel, Chp. 1 “What Is Strategy and Why Is It Important?”</li> <li>2) Rothaermel, Chp. 2 “The Strategic Management Process”</li> <li>3) Rothaermel, Chp. 5 “Competitive Advantage and Firm Performance”</li> <li>4) MiniCase 1: “Michael Phelps: Strategizing for Gold”</li> <li>5) MiniCase 2: “Strategy and Serendipity: A Billion-Dollar Bonanza”</li> </ol>
Jan. 30	<ol style="list-style-type: none"> <li>1) Rothaermel, Chp. 3 “External Analysis: Industry Structure, Competitive Forces, and Strategic Groups”</li> <li>2) Rothaermel, Chp. 4 “Internal Analysis: Resources, Capabilities, and Activities?”</li> <li>3) MiniCase 4: “Starbucks: Re-creating Its Uniqueness”</li> </ol>
Feb. 6	<ol style="list-style-type: none"> <li>1) Case Study: “Tesla Motors and the U.S. Auto Industry (Case A)”</li> <li>2) Case Study: “Tesla Motors and the U.S. Auto Industry (Case B)”</li> <li>3) MiniCase 7: “Which Automotive Technology Will Win?”</li> </ol>
Feb. 13	<ol style="list-style-type: none"> <li>1) Rothaermel, Chp. 6 “Business Strategy: Differentiation, Cost Leadership, and Integration”</li> <li>2) Rothaermel, Chp. 7 “Business Strategy: “Innovation and Strategic Entrepreneurship”</li> <li>3) MiniCase 6: “Jet Blue: Losing the Magic Touch?”</li> <li>4) MiniCase 9: “P&amp;G’s New Corporate Strategy: Connect+Develop”</li> </ol>
Feb. 20	<ol style="list-style-type: none"> <li>1) Rothaermel, Chp. 8 “Corporate Strategy: Vertical Integration and Diversification”</li> <li>2) Rothaermel, Chp. 9 “Corporate Strategy: Acquisitions, Alliances, and Networks”</li> <li>3) MiniCase 5: “GE under Jack Welch vs. Jeffrey Immelt”</li> </ol> <p><u>Background Reading</u></p> <ol style="list-style-type: none"> <li>4) Rothaermel, Chp. 10 “Global Strategy: Competing Around the World”</li> <li>5) MiniCase 10: “The Wonder From Sweden: Is IKEA’s Success Sustainable?”</li> </ol>
Feb. 27	<ol style="list-style-type: none"> <li>1) Rothaermel, Chp. 11 “Organizational Design: Structure, Culture, and Control”</li> <li>2) Rothaermel, Chp. 12 “Corporate Governance, Business Ethics, and Strategic Leadership”</li> <li>3) MiniCase 11: “Sony’s Silos Prevent Collaboration Across Business Units”</li> <li>4) MiniCase 12: “PepsiCo.’s Indra Nooyi: Performance with a Purpose”</li> </ol>
March 5	<ol style="list-style-type: none"> <li>1) Case Study: “InterfaceRAISE: Raising the Bar in Sustainability Consulting”</li> <li>2) MiniCase 3: “The Home Depot’s Eco Options Boost Profit Margins”</li> </ol>
March 12	<b>Midterm Exam</b>
March 19-23	<i>Spring Break</i>
March 26	Strategy Project

## PRESENTATION DATES AND PROJECT DEADLINES

<p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• <b><u>Presentation Slides</u> are due day you are presenting, *before* your presentation (<u>both</u> in e-copy and hard copy)</b></li> <li>• <b><u>Project Papers</u> are due before 10 am on Friday, April 27 (<u>both</u> in e-copy and hard copy)</b></li> </ul>	
<p><b>Friday, April 13, Rm 222</b></p> <p>9 am – 11 pm 1 pm – 4 pm</p>	<p>Presentation 1, 9-10 am Presentation 2, 10-11 am</p> <p>Lunch Break, 11-12 pm</p> <p>Presentation 3, 12-1 pm Presentation 4, 1-2 pm Presentation 5, 2-3 pm Presentation 6, 3-4 pm</p>
<p><b>Friday, April 27, Rm 222</b></p> <p>9 am – 11 pm 1 pm – 4 pm</p>	<p>Presentation 7, 9-10 am Presentation 8, 10-11 am</p> <p>Lunch Break, 11-12 pm</p> <p>Presentation 9, 12-1 pm Presentation 10, 1-2 pm Presentation 11, 2-3 pm Presentation 12, 3-4 pm</p>

## **COMPANY PROFILES, RECRUITING RELATIONSHIP, & PARTICIPATING EXECS**

### **AT&T**

AT&T Inc. is the largest communications holding company in the United States and worldwide, by revenue, with 294,600 employees worldwide. Operating globally under the AT&T brand, AT&T is recognized as the leading worldwide provider of IP-based communications services to businesses and the leading U.S. provider of wireless, high speed Internet access, local and long distance voice, and directory publishing and advertising services. AT&T offers one of the world's most advanced and powerful global backbone networks, carrying 23.7 petabytes of data traffic on an average business day to nearly every continent and country, with up to 99.999 percent reliability. AT&T is the nation's fastest mobile broadband network — and it's getting faster with 4G — serving millions of customers and enabling them to travel and communicate seamlessly with the best worldwide wireless coverage — offering the most phones that work in the most countries. AT&T is managing the nation's largest Wi-Fi network (based on branded and operated sites) with nearly 29,000 AT&T Wi-Fi Hot Spots, including locations in all 50 states, and access to more than 190,000 hot spots around the globe.

AT&T is one of the MBA program's largest and most significant recruiting partnerships. AT&T participates in on-campus recruiting annually for full-time and internship leadership positions in finance, operations and supply chain. In 2011 three graduates accepted full-time positions in the Financial and SCM Leadership Programs and six students accepted summer internships in marketing, procurement, operations, and HR.

The participating executive this year is Darrell Cooper, Vice President, Field Operations.

### **Bank of America**

Bank of America is one of the world's largest financial institutions, serving individual consumers, small- and middle-market businesses and large corporations with a full range of banking, investing, asset management and other financial and risk management products and services. The company provides unmatched convenience in the United States, serving approximately 57 million consumer and small business relationships with approximately 5,900 retail banking offices and approximately 18,000 ATMs and award-winning online banking with 29 million active users. Bank of America is among the world's leading wealth management companies and is a global leader in corporate and investment banking and trading across a broad range of asset classes, serving corporations, governments, institutions and individuals around the world. Bank of America offers industry-leading support to approximately 4 million small business owners through a suite of innovative, easy-to-use online products and services. The company serves clients through operations in more than 40 countries.

Bank of America is the MBA program's largest partnership. Bank of America participates in the IT Practicum and eCommerce courses, club meetings and in multiple ATDC and GTRI events. Bank of America participates in on-campus recruiting annually for full-time and internship positions in Operations, Enterprise Change, Technology Leadership and Consumer and Small Business Banking. Five students from the MBA Class of 2011 accepted full-time positions and five students accepted internships in Q&CD, Technology and Marketing.

The participating executive this year is Parker Smith, SVP, Retail Integration.

## **CSX**

CSX Corporation, together with its subsidiaries based in Jacksonville, Fla., is one of the nation's leading transportation suppliers. The company's rail and intermodal businesses provide rail-based transportation services including traditional rail service and the transport of intermodal containers and trailers.

Overall, the CSX Transportation network encompasses about 21,000 route miles of track in 23 states, the District of Columbia and the Canadian provinces of Ontario and Quebec. Our transportation network serves some of the largest population centers in the nation. More than two-thirds of Americans live within CSX's service territory.

CSX serves major markets in the eastern United States and has direct access to all Atlantic and Gulf Coast ports, as well as the Mississippi River, the Great Lakes and the St. Lawrence Seaway. The company also has access to Pacific ports through alliances with western railroads. CSX moves a broad portfolio of products across the country in a way that minimizes the effect on the environment, takes traffic off an already congested highway system, and minimizes fuel consumption and transportation costs.

During the financial year 2010, CSX's operating revenue was \$10,636 million resulting in a consolidated operating income of \$3,071 million. These results were driven by strengthening volume, revenue, productivity and operating leverage, which also led to a record annual operating ratio of 71.1 percent. CSX has 30,000 employees.

CSX recruited for full-time positions for the finance leadership program over the last 2 years. We look forward to expanding our relationship with CSX. This is the first year for CSX to participate in the strategy class.

The participating executive is Andrew Glassman, AVP, Intermodal Marketing

## **Deloitte Consulting**

Deloitte is the second largest professional services network in the world, with 182,000 employees in more than 150 countries providing audit, tax, consulting, enterprise risk and financial advisory services. In FY 2011, Deloitte earned a record \$28.8 billion USD in revenues, ranking second behind PwC's record \$29.2 billion.

Its global headquarters is located in Paramount Plaza, Midtown Manhattan, New York City, New York. Deloitte has consulting capabilities across human capital, strategy & operations and technology.

One student from the MBA Class of 2011 accepted a full-time consulting position and two students accepted internships.

The participating executive this year is Eric Piscini, Sr. Manager, Technology Strategy.

## **Delta**

Delta Air Lines serves more than 160 million customers each year. With an industry-leading global network, Delta and the Delta Connection carriers offer service to 356 destinations in 65 countries on six continents.



Headquartered in Atlanta, Delta employs more than 80,000 employees worldwide and operates a mainline fleet of more than 700 aircraft. A founding member of the SkyTeam global alliance, Delta participates in the industry's leading trans-Atlantic joint venture with Air France-KLM and Alitalia. Including its worldwide alliance partners, Delta offers customers more than 13,000 daily flights, with hubs in Amsterdam, Atlanta, Cincinnati, Detroit, Memphis, Minneapolis-St. Paul, New York-JFK, Paris-Charles de Gaulle, Salt Lake City and Tokyo-Narita.

The airline's service includes the SkyMiles frequent flier program, the world's largest airline loyalty program; the award-winning BusinessElite service; and more than 50 Delta Sky Clubs in airports worldwide. Delta is investing more than \$2 billion through 2013 in airport facilities and global products, services and technology to enhance the customer experience in the air and on the ground. Customers can check in for flights, print boarding passes, check bags and review flight status at delta.com. Delta operates close to 5080 daily flights. Its annual revenue for the year 2010 was \$31.8 billion. In 2011 Delta was awarded approval to create joint venture with Virgin Australia, greatly expanding options for customers traveling between the U.S. and Australia.

Delta engaged in previous Strategy Projects and participates annually in on-campus recruiting for internship and full-time positions in Marketing, Finance and Supply Chain and Customer Operations. Delta also participated in the strategy class in 2009 and 2010.

One student from the MBA Class of 2011 accepted a full-time position and five students accepted internships in marketing, procurement, and customer operations.

The participating executive this year is Tad Hutcheson, VP, Community and Public Affairs.

## **Emerson**

Emerson is a diversified global manufacturing and technology company. Emerson offers a wide range of products and services in the areas of network power, process management, industrial automation, climate technologies, and tools and storage businesses.

Recognized widely for its engineering capabilities and management excellence, Emerson has 240 manufacturing locations, of which approximately 160 are located outside the United States. Emerson does business in more than 150 countries. 2010 revenues were \$21 billion. Emerson's International destination sales, including U.S. exports, totaled \$11.9 billion in fiscal 2010, representing 57 percent of the company's sales. Emerson was awarded 750 patents worldwide in 2010. Emerson has been ranked No. 3 in electronics industry segment of 2010 FORTUNE's "World's Most Admired Companies" survey.

Emerson recruited for intern and full-time positions over the last 4 years and in 2011 one student accepted a full-time position and two students accepted internships in strategy and finance.

The participating executive is Steven Sonnenberg, Executive Vice President, Emerson Process Management.

## **Equifax**

Equifax is a global leader in information technology that enables and secures global commerce with consumers and businesses. The company is one of the largest sources of consumer and commercial data. Utilizing its databases, advanced analytics and proprietary enabling technology, Equifax provides real-

time answer for customers. The innovative ability to transform information into intelligence is valued by customers across a wide range of industries and markets. Headquartered in Atlanta, Equifax employees 7,000 people in 15 countries throughout North America, Latin America and Europe. Equifax was founded 108 years ago and today is a member of Standard & Poor's S&P 500 Index.

Equifax recruited for interns over the last 2 years and in 2011 two students accepted internships in operations.

The participating executive is Dan Csont, Chief Marketing Officer.

## **Hewlett-Packard**

HP (Hewlett-Packard) is the world's largest IT company that explores how technology and services can help people and companies address their problems and challenges, and realize their possibilities, aspirations and dreams. HP provides infrastructure and business offerings that span from handheld devices to some of the world's most powerful supercomputer installations. HP offers consumers a wide range of products and services from digital photography to digital entertainment and from computing to home printing.

HP was founded in 1939 and headquartered at Palo Alto, California. HP serves more than 1 billion customers in more than 170 countries on six continents. HP has approximately 324,600 employees worldwide. HP's 2010 Fortune 500 ranking is No. 11. HP's revenue for the four fiscal quarters ended Oct. 31, 2011 was \$127.2 billion.

HP's three business groups drive industry leadership in core technology areas: (1) The Personal Systems Group: business and consumer PCs, mobile computing devices and workstations. (2) The Imaging and Printing Group: inkjet, LaserJet and commercial printing, printing supplies. (3) Enterprise Business: business products including storage and servers, enterprise services, software and networking.

HP participated in on-campus recruiting last spring for full-time positions and in 2010 two students accepted positions in finance and strategy.

The participating executive is Scott McNinch, Vice President, Business Planning & Operations Communications, Media & Entertainment Business Unit.

## **Home Depot**

Founded in 1978, The Home Depot, Inc. is the world's largest home improvement specialty retailer and the fourth largest retailer in the United States with fiscal 2010 retail sales of \$68.0 billion and earnings from continuing operations of \$3.3 billion. The Home Depot has more than 2,200 retail stores in the United States (including Puerto Rico and the U.S. Virgin Islands and the territory of Guam), Canada, Mexico and China. The Home Depot's stock is traded on the New York Stock Exchange (NYSE: HD) and is included in the Dow Jones industrial average and Standard & Poor's 500 index.

The Home Depot's values guide the beliefs and actions of all associates on a daily basis and are the fabric of the Company's unique culture and are central to their success. In fact, they are our competitive advantage in the marketplace. Associate pride and our "orangeblooded" entrepreneurial spirit are distinctive hallmarks of our culture.

Home Depot is a significant partner of the MBA program. Home Depot participates annually in on-campus recruiting for a Leadership (AMP) program and in functional area roles including merchandising, finance and ecommerce. In 2011 two graduates accepted full-time positions in AMP and merchandising and two students accepted internships in these two areas.

The participating executive is Kelly Barrett, Vice President Internal Audit. She is a Georgia Tech alum and is on the College of Management Advisory Board.

### **McKesson**

McKesson Corporation (McKesson) provides medicines, pharmaceutical supplies, information and care management products and services across the healthcare industry. The Company operates in two segments. The McKesson Distribution Solutions segment delivers ethical and drugs, medical-surgical supplies and equipment and health and beauty care products throughout North America. This segment also provides specialty pharmaceutical solutions for biotech and pharmaceutical manufacturers, sells financial, operational and clinical solutions for pharmacies (retail, hospital, long-term care) and provides consulting, outsourcing and other services. This segment includes a 49% interest in Nadro, S.A. de C.V. (Nadro), and a 39% interest in Parata Systems, LLC (Parata). The McKesson Technology Solutions segment delivers enterprise-wide clinical, patient care, financial, supply chain, strategic management and software solutions. This segment also includes its Payer group of businesses, which includes its InterQual claims payment solutions, medical management software businesses and its care management programs. In December 2010, the Company acquired US Oncology, an integrated oncology company. In July 2011, the Company acquired Portico Systems from Safeguard Scientifics, Inc.

McKesson's annual revenue for the financial year 2010 was US\$ 108.702 billion generating an operating income of US\$ 2.008 billion and a net income of US\$ 1.263 billion. McKesson's total assets are worth US\$ 28.189 billion and it has 32,500 employees as of Mar 2010.

The participating executives are Jeff Felton, President of Relay Health and Jim Ro, Vice President of Operations. This is the first year for McKesson to participate in the strategy class.

### **Microsoft**

Microsoft Corporation develops, licenses, and supports a range of software products and services for various computing devices worldwide. The company's Windows & Windows Live Division segment offers PC operating system that primarily includes Windows 7 and Windows Vista operating systems; Windows live suite of applications and Web services; and Microsoft PC hardware products. Its Microsoft's Server and Tools segment provides Windows Server operating systems, Windows Azure, Microsoft SQL Server, SQL Azure, Windows Intune, Windows Embedded, Visual Studio, Silverlight, system center products, Microsoft consulting services, and product support services. This segment also offers enterprise consulting services; and training and certification to developers and information technology professionals, as well as builds standalone and software development lifecycle tools for software architects, developers, testers, and project managers.

The company's Online Services Division segment provides online information and content through Bing, MSN portals, and adCenter, as well as Atlas online tools for advertisers. Its Microsoft Business Division segment offers Microsoft office; Microsoft Exchange; Microsoft SharePoint; Microsoft Lync; Microsoft Dynamics ERP and CRM; and Microsoft Office Web Apps, as well as office 365, an online service, offering Microsoft Office, Exchange, SharePoint, and Lync. The company's Entertainment and Devices

Division segment provides Xbox 360 entertainment platform, which includes the Xbox 360 gaming and entertainment console, Kinect for Xbox 360, Xbox 360 video games, Xbox LIVE, and Xbox 360 accessories; Mediaroom, an Internet protocol television software; and Windows Phone that provide Microsoft Office and Xbox LIVE functionality. It markets and distributes its products and services through original equipment manufacturers, distributors, and resellers, as well as through online.

Microsoft was founded in 1975 and is headquartered in Redmond, Washington. As of the end of fiscal period June 30, 2011 Microsoft's total revenue was 69.943 billion generating a net income of 23.150 billion. As of Nov 2011, Microsoft has about 92,000 employees including all its worldwide location.

Microsoft participated in MBA on-campus recruiting for the first time this fall for full-time positions and internships in sales and marketing.

The participating executive is Marietta Davis, District General Manager – Southeast.

### **Newell Rubbermaid**

Newell Rubbermaid Inc. (Newell Rubbermaid) is a global marketer of consumer and commercial products. Newell Rubbermaid's products are marketed under a portfolio of brands, including Rubbermaid, Graco, Aprica, Levolor, Calphalon, Goody, Sharpie, Paper Mate, Dymo, Parker, Waterman, Irwin, Lenox and Technical Concepts. The Company's multi-product offering consists of consumer and commercial products in three business segments: Home & Family; Office Products, and Tools, Hardware & Commercial Products.

The company's corporate headquarters is located immediately north of Atlanta, in the Perimeter Center edge city in Sandy Springs, Georgia, United States.

Newell Rubbermaid has 19,400 employees as of 2010 and its annual revenue was \$5.76 billion in the financial year 2010.

Newell Rubbermaid participated in MBA internship recruiting last spring and two students accepted internship in marketing.

The participating executive is Lisa King, Vice President – Insights and Innovation.

### **North Highland**

The North Highland Company provides management and technology consulting services through about 20 offices in roughly 10 US states, mainly in the southeastern US, and almost 30 offices overseas. Its services cover areas such as business strategy, supply chain management, marketing and customer service, business process improvement, and technology management. Chairman Dave Peterson helped found the employee-owned company in 1992. The North Highland name comes from the street address of the company's first office in Atlanta. North Highland's annual sales are \$170.9 Million, and the company employs 700+ people in the US and 2200+ worldwide.

Four 2011 MBA graduates accepted full-time positions and two students accepted internships last summer.

The participating executives are Dan Reardon, CEO and David Deiters, President.