

**BUSA 421.01 Integrated Business Concepts: Formulating Strategies
Spring 2007, BC 103**

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Text

- Understanding Business Strategy, Ireland, R.D., Hoskisson, R.E., & Hitt, M.A. (2006). Thompson South-Western: Mason, OH.

Course Description

- This class offers an integrative approach to developing business strategies and planning and implementation of strategic models at the organizational level. *Prerequisites: BUSA365, FIN306 or FIN341, MGT 309 or MGT353, BCS338, BLAW316, & ESTAT251 or ESTAT311G.*
- This course builds on the analytical tools taught in previous core and required courses as the students learn to formulate strategies, make strategic decisions and create action plans for implementing those strategies and decisions. This course will culminate in a cross-functional team term project that will require the use of strategic analyses, strategic decision-making skills, and strategy formulation. This project's report will comprise this course's addition to the student's portfolio requirement for graduation.

Course Objectives

- To help students understand the forces that drive firms beyond mere "survival" and toward outstanding performance. The content covered in this course is intended to provide a "toolkit" of ideas, analysis tools and theories that help the student develop and solidify their understanding of effective strategic management.
- To build and refine several skills essential in an increasingly competitive and dynamic global business environment. These skills include teamwork, oral presentation, written communication, research, and critical/creative thinking skills. The goal is to integrate and build upon the skills in the student's functional area of specialization (e.g. finance, marketing, management, etc.) and extend the student's ability to think and act strategically.

Learning Orientation: In the strategic business context, by using the skills previously taught in required courses (and listed above), this course will emphasize the skills needed to identify potential strategic issues and problems, determine the criteria to solve the problem, analyze the problem using the identified criteria, present potential solutions with criteria presenting a preferred solution, and presentation of the preferred solution.

Grading

NOTE: Class assignments will have both individual as well as team components

Participation/Exercises	Points	
• Case Studies – (1 Team, 1 Individual)	200	
• Quizzes (20 @ 10 points each)	200	
• Portfolio	100	500
Exams		
• Midterm	100	
• Final	100	200
Team Presentations		
• 1st Presentation – Debate	100	
• 2nd Presentation – SBC	200	300
Total Course Points		1000

Points:
You need the following points to earn a grade of:
A = 900
B = 800
C = 700
D = 600
F = Below 600

Notes

- The instructor reserves the right to change the syllabus/schedule according to the needs of the class and/or at his discretion.
- Portfolios are due on April 4th at the beginning of class (10:30 a.m.) – No exceptions. Late portfolios will result in a score of “zero” for the portfolio.
- Cases are due at the beginning of class (10:30 a.m.) on the dates shown in the syllabus – No exceptions. Late cases will result in a score of “zero” for the case.
- Debates will follow the international debate guidelines: You will receive specific instructions on the debate format in class.
- The winning debate team will receive 10 extra credit points.

Administrative Information

- **Incompletes ("I" grades):** Given for passable work that could not be completed due to circumstances beyond the student’s control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.
- **Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.
- **Disabilities/Employee Relations:** Call the Director of Institutional Equity at 505.646.3635 with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at 505.646.6840 regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.
- **Cheating:** Cheating will not be tolerated. Punishment for those caught cheating will be an “F” in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.

BUSA 421.01 Topical Agenda – Spring 2007		
Date	Topic	Assignment
Jan.	19	Intro/Admin, Sentence & Climber Articles (Pimp Delta Sig, ALPFA)
	22	World Bank inter-group negotiation
	24	Chapter 1, VMOS – Strategy defined, Video
	26	Chapter 1, VMOS
	29	Chapter 1, VMOS
	31	Mintzberg
Feb.	2	Project X
	5	Chapter 3, SWOT
	7	Chapter 3, SWOT & Porter’s 5-forces
	9	Chapter 3, Porter’s 5-forces
	12	Chapter 5, Three Generic Strategies
	14	Chapter 5, Three Generic Strategies
	16	Review Case Studies, Debate Format, Portfolio Assignment
	19	Chapter 4, VRIO, Integration, Value Chain
	21	Beer Game
	23	Independent Study #1
Mar.	2	Guest Lecturer
	5	Midterm
	7	WIS Exercise

Form teams; Bid debates

Read Chapter 1

Read Chapter 3

Read Chapter 5

Read Chapter 4

Work on group case

Group Case Due

STUDY!!!!!!

	9	Independent Study #2	Work on individual case
	12	Truman Debate	Individual Case Due
	14	Oil & Gas Debate	
	16	Independent Study #3	Work on portfolio exercise #1
	19	Spring Break	No Class
	21	Spring Break	No Class
	23	Spring Break	No Class
	26	Guest Lecturer	Read Chapter 2
	28	Chapter 2, Strategic Leadership	Read Chapter 6
	30	Chapter 6, Multi-product Strategies	
Apr.	2	Independent Study #4	Work on portfolio exercise #2
	4	Catch-up, SBC introduction	Portfolio's Due
	6	Spring Holiday -	No Class , Read Chapter 10
	9	Chapter 10, Entrepreneurship	Read Chapter 7
	11	Chapter 7, Acquisitions & Mergers	
	13	Chapter 7, Acquisitions & Mergers; Gannon Exercise	Read Chapter 8
	16	Chapter 8, Globalization	Read Chapter 9
	18	Chapter 9, Strategic Alliances	
	20	Teams	
	23	NASA Exercise	
	25	Course wrap-up, presentation issues	
	27	SBC Presentations	
	30	SBC Presentations	
May	2	SBC Presentations	
	4	SBC Presentations	
	7	Final Exam, 10:30-12:30	