

**BUSA 421.M01 Integrated Business Concepts I**  
**M W F, 8:30 - 9:20 am, Guthrie Hall 101, Spring 2008**

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We shall use WebCT. Activate your NMSU email account at <https://accounts.nmsu.edu/>

Office: GU 300C

Office Hrs: 9:30 – 11:00 am MW

or by appointment

**REQUIRED TEXT**

- Hitt, M., Ireland, R. & Hoskisson, R. (2006). *Strategic Management Competitiveness & Globalization: Concepts, and Cases*. Thomson Southwestern, United States. 7<sup>th</sup> ed.
- Additional readings will be posted on WebCT.

**COURSE OBJECTIVES**

1. To examine integrative approaches aimed at developing business strategies in planning and implementation of strategic models at the organizational level.
2. To integrate subject matter and analytical tools taught in previous business courses and other disciplines in the discussion and evaluation of decision-making, the planning process, organizational strategy, formulation of objectives and policies, and the management of change.
3. Students will be challenged to critically evaluate organizational problems. Additionally, this course stresses the importance of teamwork since students will be required to work in teams on several projects.

**UNIVERSITY POLICIES**

**DISABILITIES/EMPLOYEE RELATIONS:** If you have or believe you have a disability and would benefit from any accommodations, you may wish to self-identify by contacting the Services for Students with Disabilities (SSD) Office located in Garcia Annex (phone: 646-6840). If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SSD within the first two weeks of classes. It is your responsibility to inform either your instructor or SSD representative in a timely manner if services/accommodations provided are not meeting your needs.

If you have a condition which may affect your ability to exit safely from the premises in an emergency or which may cause an emergency during class, you are encouraged to discuss any concerns with the instructor and/or Michael Armendariz, SSD Coordinator. Feel free to call Mr. Gerard Nevarez, Director of Institutional Equity and EEO/ADA Office at 646-3635 with any questions about the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

**INCOMPLETES ("I" grades):** Incomplete grades will be 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.

**DROP DATE:** The last day to drop with a "W" is March 10, 2008. By that time you will have received at least one exam score. It is the responsibility of the student to officially

withdraw from any class that he or she intends to drop.

**UNIVERSITY EXCUSED ABSENCE:** The following describes university policy regarding university excused absences: “Students making satisfactory progress in their classes will be excused from classes when they are representing New Mexico State University on a university sponsored event (e.g., ASNMSU President represents NMSU at legislative session, student-athletes competing in NMSU scheduled athletic events or education field trips and conferences). Authorized absences do not relieve the student of class responsibilities. Prior written notice of the authorized absence will be provided to the instructor by the sponsoring department.”

### **COURSE POLICIES**

**WEB CT:** Please make sure you are properly enrolled at the WebCT homepage <https://salsa.nmsu.edu/>. This course will use WebCT for the posting of certain homework assignments and power point slides. However, WebCT is just a supplemental tool for this course. This is not an online class. There will be homework assignments given in class not posted on WebCT.

**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.

**ATTENDANCE:** More than three non-documented absences (i.e., doctor’s excuse, athletic note, etc.) will result in one letter grade penalty.

### **GRADING**

**INTERVIEW ASSIGNMENT:** Each student will be required to interview one senior level executive or entrepreneur, and prepare a 3-4 page paper. The goal of the interview is to get a real-world understanding of managerial issues associated with strategic management by talking with a practitioner. This assignment is worth 10% of the overall grade (100 pts).

**CASE ANALYSIS:** Each student will be responsible for preparing a case analysis as a member of a team. The case analysis project will consist of both a presentation and a paper on a specific case. Students will work in groups to write a case analysis and present their case to the class. I have selected a variety of cases from the textbook pertaining to specific problems in strategic management. Each team will be expected to summarize and assess their case using the methods identified in the textbook, and prepare an 8-10 page case paper following these guidelines and any additional directions provided by the instructor. In addition, each group will give a presentation of their case study to the class. Such presentations should last no more than 35 minutes. Students are encouraged to use visual exhibits, overhead transparencies, handouts, Power Point, etc. The written paper and presentation will be worth 30% of the overall grade (300 pts.).

**EXAMS:** There will be two exams given during the semester each worth 20% of the overall grade (200 pts.). There will also be an OPTIONAL Comprehensive Final given during final’s week. The final may be used to substitute for a lower grade in either the first, second or a missed exam. If you have taken two exams during the course of the semester, taking the final can in no way jeopardize your grade. If the final exam grade is higher than any of your two previous exam scores then I will replace the lowest exam score. Otherwise, the final exam score will be discarded. Students missing an exam

during the semester due to sufficient cause (i.e., documented illness, university excused absence – see above) must notify the instructor a week in advance (except for abrupt illness) that they will be absent on the exam day.

**QUIZZES:** There will be ten multiple-choice questions worth a total of 15 points per quiz. Reading the chapter before coming to class is essential to getting a decent grade on quizzes. Quizzes will be conducted at the beginning of class and will not be handed out after the first quiz is turned in.

**EXTRA CREDIT/BONUS POINTS:** These points are not needed to do well in this class. They will be used to encourage specific behaviors, as motivation for those who wish to excel, and as "just in case" points. The nature of the points is such that they must be planned for. Earn them now, "just in case" you need them later. Bonus points cannot be made up. If you are not present when they are given (even when excused), you forfeit your chance at those bonus points.

1. 10 bonus points: Extraordinary Perfect Attendance is worth 10 bonus points. This means you must have zero (0) absences and/or tardiness—for any reason. It is normal (not extraordinary) to miss class for a variety of planned reasons (e.g., home, work, and family obligations).
2. 5 bonus points: If you do not have any unexcused absences/tardiness, leaving early, etc. Note: adding the class late is an excused absence. Not showing up for the first class (when you are on the class roster) is an unexcused absence.
3. 10 bonus points: Leadership in class/group discussions. Spontaneous bonus point opportunities may be offered during the semester. Only those students present have a chance to earn them. Bonus points cannot be made up.

Grade Breakdown	Pts	%	Letter Grade Breakdown		
			Pts	%	Grade
Exam 1	200	20	900-1000	90-100%	A
Exam 2	200	20	800-999	80-89%	B
Quizzes (total of ten)	150	15	700-799	70-79%	C
Interview Assignment	100	10	600-699	60-69%	D
Case Analysis: Paper & Presentation	300	30			
Participation	50	5			
TOTAL	1000	100%			

## COURSE SCHEDULE

The following is a general outline of material to be covered during the semester. Note: the schedule is subject to changes in response to progress and opportunities that may arise. Therefore it is imperative for you to attend class and be aware of new developments in the course which may affect the due dates for homework or scheduling of tests.

<b>BUSA 421.M01 COURSE SCHEDULE</b>		
<b>DATE</b>	<b>TOPIC</b>	<b>CHAPTER/READINGS</b>
01/16	Syllabus & Introductions	
01/18	Introduction to Strategic Management	Ch 1
01/21	Martin Luther King Holiday January 21	
01/23	<i>General Motors: How bright is the future?</i>	Ch 1
01/25	Preparing an effective Case Analysis/Rehearsal Ch 1 Quiz	
01/28	The external environment	Ch 2
01/30	The external environment	Ch 2
02/01	Ch 2 Quiz <i>Case: Anheuser-Busch</i>	
02/04	The Internal Environment	Ch 3
02/06	The Internal Environment	Ch 3
02/08	Ch 3 Quiz <i>Case: Porsche</i>	
02//11	Business-Level strategy	Ch 4
02/13	Business-Level strategy	Ch 4
02/15	Ch 4 Quiz <i>Case: L'Oreal.</i>	
02/20	Competitive rivalry and dynamics	Ch 5
02/22	Competitive rivalry and dynamics	Ch 5
02/25	Ch 5 Quiz <i>Case: De Beers</i>	
02/27	Corporate-Level Strategy	Ch 6
02/29	Corporate-Level Strategy. <i>Case: Lufthansa</i>	Ch 6
03/03	<b>EXAM 1</b>	
03/05	Acquisition and Restructuring Strategies	Ch 7
03/07	Individual Work Day (Schedule your interviews)	
03/10	Ch 7 Quiz <i>Case: News Corp in 2005</i>	
Last Day to Drop with "W" March 10		
03/12	International Strategy	Ch 8
03/14	International Strategy	Ch 8
03/17	Ch 8 Quiz <i>Case: Wal-Mart Stores Inc.</i> Interview Assignment due*	
03/19	Cooperative Strategy	Ch 9

03/21	Spring Holiday March 21	
	Spring Break March 24-28	
03/31	Cooperative Strategy. <i>Case: Fiat and GM</i>	Ch 9
04/02	Corporate Governance	Ch 10
04/04	Corporate Governance: Group Debate	
04/07	Ch 10 Quiz <i>Case: DaimlerChrysler</i>	
04/09	Organizational Structure and Controls	Ch 11
04/11	Organizational Structure and Controls	Ch 11
04/14	Ch 11 Quiz <i>Case: Nucor in 2005</i>	
04/16	<b>EXAM 2</b>	
04/18	Strategic Leadership	Ch 12
04/21	Strategic Leadership	Ch 12
04/23	Ch 12 Quiz <i>Case: Louis V. Gerstner Jr.</i>	
04/25	Strategic Entrepreneurship	Ch 13
04/28	Strategic Entrepreneurship	Ch 13
04/30	<i>Case: A. G. Lafley</i> Case Analysis Papers due*	
05/02	Integration <i>Final Exam Review</i>	
05/05	<b>EXAM 3 (8:00 am - 10:00 am)</b>	