

**BUSA 421.M02 Integrated Business Concepts I: Formulating Strategies**  
**M W F, 12:30-1:20 pm, BC 106, Spring 2008**

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**REQUIRED TEXTS**

- Ireland, R. Hoskisson, R. & Hitt, M. (2006). *Understanding Business Strategy: Concepts, and Cases*. Thomson Southwestern, United States. 1<sup>st</sup> ed.
- Tzu, Sun. The Art of War.

**RECOMMENDED BOOKS**

- Gopinath, C., & Siciliano, J. (2005). *Strategize! Experiential Learning Exercises in Strategic Management*. Thomson Southwestern, United States. 2<sup>nd</sup> ed.
- Krause, D. G. (2005). *The Art of War for Executives*. The Berkeley Publishing Group, New York.

**COURSE DESCRIPTION**

- In this course we will examine integrative approaches to developing business strategies in planning and implementation of strategic models at the organizational level.
- This course is designed 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.
- In the process of taking this course 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.

**STUDENT RESPONSIBILITIES**

1. To prepare assigned materials prior to class including: assigned reading and homework.
2. To attend classes and actively participate.
3. To be aware of class schedule changes and key dates.

**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.

**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. If class announcements and posted grades leave you uncertain as to your standing in the class prior to the drop date, see me prior to March 10th. The STUDENT is RESPONSIBLE for dropping the course, not the instructor. Choosing to drop the course but failing to actually withdraw prior to the deadline will result in an "F" grade.

**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 Web CT homepage <https://salsa.nmsu.edu/>. This course will use Web CT for the posting of certain homework assignments and power point slides. However, Web CT 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 Web CT. In addition, numerous in class exercises will occur for which students must attend.

**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.

In addition, it will be considered **cheating** to turn in any **identical, individual, or group** assignments. For example, two individuals' assignment contains the exact same typo in the exact same place ("the strategic model is incorrect" and "the strategic model is incorrect"). The instructor has no problem with students working together and sharing information; however, the actual write up of the assignments needs to be done individually; unless students have received instruction to do it as a group assignment. The instructor is aware that some students in the past have attempted to hand in another individual's photocopied work or simply printed another copy of another individual's

work. This will not be tolerated and will be considered cheating for both individuals involved.

Additionally, cheating on exams will not be tolerated. If I suspect anyone of cheating, you will receive a zero on that particular exam.

**INTERVIEW ASSIGNMENT:** Each student will be required to interview one senior level executive or entrepreneur, and prepare a 3-5 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).

**MOVIE REVIEW:** Students will work in groups of 3-4. Each group can choose to watch either *Master and Commander: The Far Side of the World*, or *The Hunt for Red October*. Groups are expected to turn in a 3-5 page paper analyzing the movie using the book, The Art of War, by Sun Tzu. This assignment is worth 10% of the overall grade (100 pts.).

**CASE STUDIES:** Each student will be responsible for preparing a case study as a member of a team. The case study project will consist of both a presentation and a paper on a specific case. Students will work in groups of 3-4 to write a case paper 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 a 10-12 page case paper following these guidelines and any additional directions provided by the instructor. The written paper will be worth 15% of the overall grade (150 pts.). Students may resubmit their case papers within one week of receiving my comments and grade. It will be possible to earn back up to one-half of the points missed.

Additionally, each group will give a presentation of their case study to the class. Such presentations should last no more than 30 minutes. Questions and discussions will follow each presentation. Students are encouraged to use visual exhibits, overhead transparencies, handouts, Power Point, etc. Students are also expected to dress in appropriate attire (business casual is okay for my class). The case presentation will be worth 10% of the overall grade (100 pts.).

Everyone is expected to read the appropriate case(s) prior to class. Groups that are not presenting on a specific day will be required to submit a short homework assignment on the case being presented. Usually, it will consist of 1-3 short answer questions about the case. This will provide students with an opportunity to think critically about the case before class discussion. Group case homework assignments will be worth 10 points each (10% overall). Additionally, exam questions pertaining to the assigned cases are fair game.

**EXAMS:** There will be three exams given during the semester each worth 15% of the overall grade (150 pts.). There will also be an OPTIONAL Comprehensive Final given

during final exam week. The final may be used to substitute for a lower test grade or a missed exam. If you have taken all three 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 three 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.

**ATTENDANCE/PARTICIPATION:** Attendance and participation are an integral part of this business course. For example, there will be in-class projects, videos, simulations, and discussions. Such material will be included on the exams. Thus, it is critical that students attend class on a regular basis. As an incentive, I will consider increasing the overall letter grade by one-third of a grade (e.g. B+ to A-) for students who consistently make exceptional contributions during class discussions AND demonstrate good attendance.

**PEER EVALUATIONS:** This course is heavily team oriented. I recognize that team dynamics will not always be perfect. However, it is the group’s responsibility to work out differences among group members. In order to assess individual contributions, a peer evaluation will be required from everyone. This will allow team members to evaluate the performance of one another. I will use this information in determining final grades for the course. Students that consistently receive poor evaluations from their group members could have their overall letter grade lowered by up to one-half of a grade (e.g. B to C+). Consistent positive evaluations will be factored into attendance/participation considerations.

<b>Grade Breakdown</b>			<b>Letter Grade Breakdown</b>		
			<b>Pts</b>	<b>%</b>	<b>Grade</b>
Exam 1	150	15	900-1000	90-100%	A
Exam 2	150	15	800-999	80-89%	B
Exam 3	150	15	700-799	70-79%	C
Interview Assignment	100	10	600-699	60-69%	D
Movie Review	100	10	Below 600	Below 60%	F
Case Paper	150	15			
Case Presentation	100	10			
Homework for Cases	100	10			
TOTAL	1000	100%			
OPTIONAL FINAL REPLACES 1 EXAM	150	15%			

## 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 in a given semester. Therefore it is imperative for you to attend class and be aware of new developments in the course which may affect the due dates of homework or scheduling of tests.

<b>BUSA 421.M02 COURSE SCHEDULE</b>		
<b>DATE</b>	<b>TOPIC</b>	<b>CHAPTER/READINGS</b>
01/16	Syllabus & Introductions	
01/18	History and Foundations of Strategic Management	Chapter 1; Handout
01/21	Martin Luther King Holiday – No Class	
01/23	Foundations of Strategic Management; Strategic vs. Operational Level	Chapter 1
01/25	Stakeholder Perspectives on Strategy; Stakeholder Role Play Activity	Ch 1; Handout
01/28	Leading Strategically; Mission Statements	Ch 2
01/30	Social Responsibility & Ethics	Ch 2; Handouts
02/01	Analyzing the External Environment	Ch 3
02/04	Forces Affecting Competitive Strategy	Ch 3
02/06	The Resource Based View	Ch 4
02/08	Value Chain Analysis	Ch 4
02/11	SWOT Analysis	Ch 3 & 4
02/13	Preparing an Effective Case Analysis; <b>*Case: United Airlines</b>	pp. cii – cxiv; Case 20
02/15	The Board’s Role; <b>*Case: The Enron Debacle</b>	Handout; Case 11
02/18	Case: The Enron Debacle; <i>Enron: The Smartest Guys in the Room</i>	Case 11
02/20	<b>EXAM 1</b>	
02/22	Strategy Formulation and Implementation	Handouts
02/25	Business Level Strategy	Ch 5
02/27	Developing Generic Strategy Exercise	Ch 5; Handout
02/29	<b>*Case: The ABL Goes One-on-One</b>	Case 1
03/03	Case: The ABL Goes One-on-One; Multiproduct Strategies	Case 1; Ch 6
03/05	Multiproduct Strategies	Ch 6
03/07	Acquiring and Integrating Businesses	Ch 7
03/10	Leveraged Buyouts; <i>Barbarians at the Gate</i> ; Last Day to Withdraw with a “W”	Ch 7
03/12	Downsizing; <i>Roger and Me</i>	Handout
03/14	<b>*Case: America Online</b>	Case 3
03/17	<b>*Case: China Kelon Group</b>	Case 6
03/19	<b>Exam 2</b>	

03/21	Spring Holiday – No Class	
03/24 – 03/28	Spring Break - No Class	
03/31	The Art of War for Business; <b>*Movie Review Due</b> ; Topic TBA	<i>The Art of War</i> ; Handouts
04/02	Globalization; <i>The Corporation</i> ; <i>The Yes Men</i> ; <i>Wal-Mart: The High Cost of Low Price</i>	Ch 8; Handout
04/04	International Strategies	Ch 8
04/07	International Modes of Entry; Cultural Misunderstandings	Ch 8; Handout
04/09	<b>*Case: Kikkoman Corporation</b>	Case 17
04/11	<b>*Case: General Motors &amp; AvtoVAZ</b>	Case 14
04/14	Reasons for Developing Strategic Alliances; Business Level Strategic Alliances	Ch 9
04/16	Outsourcing; <i>American Jobs</i>	pp. 94-97; pp. 235-236
04/18	<b>*Case: Apple Computer, Inc.</b>	Case 4
04/21	<b>*Case: Singapore International</b>	Case 19
04/23	Innovation and Entrepreneurship; Blue Ocean Strategies	Ch 10; Handout
04/25	<b>*Case: Colorado Creative Music</b>	Case 8
04/28	<b>*Case: Fair Trade Coffee</b>	Case 12
04/30	Organizational Structure Exercise	Handout
05/02	<b>Exam 3</b>	
05/06	<b>*Interview Assignment Due at 12:00 pm</b>	
05/11	<b>OPTIONAL FINAL (1 – 3 pm)</b>	
<b>*Indicates Assignment Due Date</b>		