

**BUSA 421.M01 Integrated Business Concepts
M W F, 9:30 - 10:20 am, BC 103, Fall 2009**

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Office: GU 300C
Office Hrs: 10:30 – 11:30 am Wednesday
or by appointment

This course uses Blackboard
If you have not done so, activate your account at <https://accounts.nmsu.edu/>

REQUIRED TEXT

- Gamble, J. E. & Thompson, Jr., A. A. (2009). *Essentials of Strategic Management: the quest for competitive advantage*. McGraw-Hill.
- *Business Strategy Game* registration. The registration code may be purchased with the required textbook at the NMSU bookstore in Las Cruces, or online at <http://www.bsg-online.com>.
- Additional readings will be posted on Blackboard.

COURSE DESCRIPTION

BUSA 421 is intended to be a challenging and exciting *capstone* course for the undergraduate business school curriculum. It is first and foremost a course about strategy and about managing for success. This course centers upon the theme that a company achieves sustained success if and only if its managers formulate an astute game plan and implement and execute the game plan with some proficiency. Your experience in this course should demonstrate to you how and why doing a good job at formulating and implementing strategy nearly always produces good business performance.

Since this is a capstone course, you will integrate as much knowledge as you have gained in your core business curriculum. BUSA 421 is a “big picture” course. Strategic management requires dealing with many variables and situational factors at once. Weighing the pros and cons of strategy entails a total enterprise perspective and a talent for judging work together to shape what business actions need to be taken to achieve success. You will integrate subject matter and analytical tools taught in previous business courses and other disciplines to discuss and evaluate decision-making, planning processes, organizational strategy, objectives formulation, and policies, and change management.

COURSE OBJECTIVES

1. Develop your capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage. This objective will be measured by your performance on your written case analyses.
2. Gain hands-on experience in a team-setting to craft business strategy, reason carefully about strategic options, use *what-if* analysis to evaluate action alternatives, and initiate changes necessary to keep the strategy responsive to newly emerging market

conditions. This objective will be measured by your team's performance in the online *Business Strategy Game* business simulation.

3. Integrate knowledge gained in earlier business courses. This objective will be measured by your performance in your written case analyses.
4. Become more conscious of the importance of ethical principles, personal and company values, and socially responsible management practices. This objective will be measured by your performance on case analyses concerning ethical issues and social responsibility.
5. Enhance your written and oral business communication skills. This objective will be assessed by your performance on written assignments and oral presentations.

COURSE POLICIES

BLACKBOARD: Please make sure you are properly enrolled at the Blackboard homepage <https://learn.nmsu.edu/>. This course will use Blackboard for assignments and links to BSG and quizzes.

ATTENDANCE: Since this is a capstone course, you are expected to perform with the maturity expected from a fourth-year college student preparing to soon enter the workforce. Therefore attendance will not be recorded in this course, however poor attendance may affect your peer participation grade and the value of your contribution to your group presentation, and the value you provide to your future employer.

UNIVERSITY EXCUSED ABSENCE: The university policy regarding excused absences is: "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."

ACADEMIC MISCONDUCT (PLAGIARISM): Plagiarism is using another person's intellectual work without acknowledgment and making it appear to be your own work. Any ideas, words, pictures, or other intellectual content, taken from another source must be acknowledged in a citation giving credit to the source that you found the intellectual work regardless where the material comes from, including the Internet, other students' work, unpublished materials, or oral sources. Plagiarism is considered academic misconduct whether intentional or unintentional. It is your responsibility to know, understand, and comply with this policy (from <http://lib.nmsu.edu/instruction/index.html>).

Students found to have committed an act of plagiarism, one or more of the following consequences will occur; and, a written statement outlining the offense and consequences will be placed in the student's permanent file by the Department Head/Hearing Officer.

1. Failure of the course assignment
2. Failure of the course
3. Academic suspension
4. Dismissal or expulsion

There is no statute of limitations for an act of plagiarism. Once committed, a student can be held accountable at any time even after the semester has ended.

You are expected to know and understand what plagiarism is. You are encouraged to visit the NMSU Library website at <http://lib.nmsu.edu/plagiarism/>.

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 listed on the course schedule. By that time you will have received at least one assignment score. It is *your responsibility* to officially withdraw from any class that you intend to drop.

ASSIGNMENTS AND ACTIVITIES

CASE ANALYSES: The written case analyses will be prepared individually. It is expected that the content of your written cases reflect your thoughts and analyses rather than the work of others. If two students submit the same written assignment, both students will receive zeros for the assignment. The nature of the written assignments will be announced at least one week before they are due. Assignments are due either before, during, or after the class period at the instructor's discretion that day.

Criteria for grading written case presentations include:

1. Evidence of ability to size-up the organization's situation and to identify key problems and issues.
2. Appropriate analytical techniques, sound logic, and well-supported arguments in evaluating the organization's present condition and future prospects.
3. Evidence of ability to formulate realistic and workable recommendations for action.
4. Thoroughness – both in (a) scope and coverage, and (b) depth of analysis.
5. Evidence of using good communication skills. Using charts, tables, graphs, and figures is acceptable and encouraged if needed for communicating ideas.
6. Display of professionalism in work.

Papers which, in the instructor's opinion, employ disproportionately poor grammar and poor quality written communication skills will receive at least a letter grade reduction (measured in points percentage value for assignment).

BUSINESS STRATEGY GAME SIMULATION TEAM PRESENTATION / AND PEER EVALUATION:

The Business Strategy Game is an online exercise designed to simulate real-world business competition. Teams will compete against each other for market share in the simulated industry. Your team's performance in this simulation and the post-simulation presentation weigh heavily in this course. Your individual performance within your team will be evaluated by your peers and your individual grade for the team activity may be lowered by as much as two letter grades (measured in percentage) if your team members universally rate your performance as poor.

Team members are subject to termination from their team if they are unwilling to participate in the exercise and/or contribute to their team's success. Termination will result in a zero grade for the activity. Each team will determine, within reason, its criteria for its members' obligation and responsibility to the team.

Upon completion of the Business Game Simulation your team will prepare a presentation on your "company's" performance and 2-3 page executive summary of lessons learned about crafting strategy to "investors". Guidelines for the presentation and executive summary will be posted on Blackboard in advance of the due date.

QUIZZES: There will two quizzes evaluating your knowledge for using the Business Strategy Game and strategic principles that will be used throughout this course. Each quiz is worth 25 points and will be administered on the dates listed in the course schedule.

Grading	Points
Case Analysis (2 X 200 points)	400
Business Strategy Game	300
Group Presentation	150
Peer Evaluation	100
BSG Quizzes (2 X 25 points)	50
Total Points	1000

Final Grades		
Grade	Points	%
A	900-1000	90-100%
B	800-999	80-89%
C	700-799	70-79%
D	600-699	60-69%
F	0-599	0-59%

COURSE SCHEDULE

This is a general outline of material covered during the semester. This schedule is subject to change in response to progress and opportunities that may arise. Therefore it is important for you to attend class and be aware of new developments in the course which may affect the due dates for assignments and activities.

Week	Date	Activity	Assignment Due
1	Aug 21	Orientation and course preview Course syllabus	
2	Aug 24	Introduction to The Business Strategy Game	
	Aug 26	Team assignments Company registration codes (required to register at www.bsg-online.com). Read the Business Strategy Game Player's Guide by the next class meeting	
	Aug 28	Team-building	
3	Aug 31	Case Analyses If this is your first experience with case analysis, read "A Guide to Case Analysis" in the Student Center at http://highered.mcgraw-hill.com/sites/0073530301/student_view0/index.html . You may access this via Blackboard.	
	Sep 02	Chapter 1: Strategy and the Quest for Competitive Advantage	
	Sep 04	Class Case Analysis Discussion	Practice Round 1
4	Sep 07	Labor Day Holiday	
	Sep 09	Chapter 2 - Leadership and the Strategic Management Process	
	Sep 11	Class Case Analysis Discussion	Practice Round 2
5	Sep 14	Quiz 1	
	Sep 16	Individual Case Analysis 1 Assigned	
	Sep 18	Chapter 3 - Competitive Strategy and Advantage in the Marketplace	Decision 1
6	Sep 21	Review Decision 1	
	Sep 23	Class Case Analysis Discussion	
	Sep 25	Class Case Analysis Discussion	Decision 2
7	Sep 28	Review Decision 2	
	Sep 30	Chapter 4 - Industry and Competitive Analysis	
	Oct 02	Class Case Analysis Discussion	Decision 3
8	Oct 05	Review Decision 3	
	Oct 07	Chapter 5 - Analyzing a Company's Competitive Strengths and Cost Structure	Individual Analysis 1
	Oct 09	Class Case Analysis Discussion	Decision 4
9	Oct 12	Review Decision 4	
	Oct 14	Chapter 6 - Implementing and Executing the Chosen Strategy Last day to drop class with a "W" grade	
	Oct 16	Class Case Analysis Discussion	Decision 5

Week	Date	Activity	Assignment Due
10	Oct 19	Review Decision 5	
	Oct 21	Chapter 6 - Implementing and Executing the Chosen Strategy (continued)	
	Oct 23	Class Case Analysis Discussion	Decision 6
11	Oct 26	Review Decision 6	
	Oct 28	Chapter 7 - Ethical Business Strategies	
	Oct 30	Class Case Analysis Discussion	Decision 7
12	Nov 02	Review Decision 7	
	Nov 04	Chapter 8 - Strategies for Competing in International Markets	
	Nov 06	Lab day. Teams will meet independently to begin drafting final presentation and executive summary	
13	Nov 09	Discuss Individual Analyses	Individual Analysis 2
	Nov 11	Chapter 9 - Strategies for Multibusiness Corporations	
	Nov 13	Class Case Analysis Discussion	Decision 8
	Nov 16	Review Decision 8	
	Nov 18	Review	
	Nov 20	Quiz 2	Peer Evals Due
14	Nov 23	Thanksgiving Holiday	
	Nov 25		
	Nov 27		
15	Nov 30	Team Presentations	
	Dec 02	Presentation order will be randomly drawn each day	
	Dec 04		
	Dec 07	Final Meeting 8:00 - 10:00 AM	