BUSA 421 - Integrated Business Concepts
Summer 2011

Instructor: Nazanin Tourani  nazanin@nmsu.edu
Office GU 300-I
575-646-6847; Fax 575-646-1372
Office Hrs: Tuesday 11am to 12 am & by appointment

REQUIRED TEXT:
– Strategic Management Concepts & Cases, Fred David. Available at the NMSU bookstore.
– Additional readings in the form of handouts, Internet articles etc. may be required by the Instructor.

COURSE OBJECTIVES:
Throughout the semester, you will:
– Learn about planning approach to strategy formulation
– Identify and understand the external factors that affect firm performance and strategy formulation (including opportunities and threats).
– Identify and understand the internal resources that affect firm performance and strategy formulation (including strengths and weaknesses).
– Identify the process of formulating strategies at the highest levels of management.
– Apply what you have learned through the case method.

COMMUNICATION WITH THE INSTRUCTOR:
There are several options to contact me:
• You may send me and email via Blackboard. I recommend keeping contacts in Blackboard and avoiding sending email to my NMSU email. This helps us be more organized. I check emails once a day, and will try to get back to you with a resolution to your problem/question within 2 days. If it is something that requires higher up approval or is an issue I cannot fix easily, I will send an acknowledgement response that I got your email and then another message once I have fixed it.
• In some cases, when I may not have access to Blackboard you can send email to my NMSU mailbox noted above. I will let you know in announcements those times that I prefer NMSU emails.
• There might be a few occasions I will be away for academic purposes and may not have regular access to email. I will let you know in announcements the week(s) I will be away along with who to contact in case of pressing issues you need resolved.
• You can always post your general questions about the class to a discussion forum as well, where your peers can answer your questions.
• Finally, you are free to call me at my office or come into the office during office hours or schedule an appointment.

USE OF BLACK BOARD:
It is the responsibility of the student to use the available Black Board resources to ensure:
• Compatibility of web browser software with Black Board
• Familiarity with Black Board (how to login, use menus, etc.).
- Ability to work with all available items in Black Board (so that s/he can access all resources, fulfill all required assignments, and take part in discussions and quizzes)

If you are experiencing difficulties with Black Board, contact ICT at 575-646-1840 or help@nmsu.edu.

Black Board is available through the following web site: learn.nmsu.edu. If you do not have a password and ID for Black Board, you may create them at the same website.

TECHNICAL ISSUES:
Blackboard does sometimes have technical problems, which range from minor (inconveniences not warranting a makeup) to severe (where I may need you to make up or retake a test).
If you are having technical issues, please do the following:
  - If possible take a screenshot of the problem that includes the date and time.
  - Email me immediately with a description of the issue and your screenshot.
  - If it is an issue where you cannot get into blackboard or the course site, please not only email me but email or call ICT. In especial cases when there is no other choice, I can send you the quiz or assignment and receive the answer via NMSU email.
  - Start your assignment and quizzes early and do not postpone it to the last moment, so that you can have enough time to fix the issue in case of technical difficulty.

Regarding the time intensity, make up opportunities for missed assignments and quizzes are unlikely. Therefore, I seriously recommend doing your best to complete your work in case of any difficulty including the technical ones.

CLASS CONDUCT:
It is the responsibility of the student to read all posted materials including announcements, emails, discussions, and course contents regularly and complete quizzes and assignment by mentioned deadline. Falling short to do any of these activities is not an excuse for missed and delayed submissions.

MAKE-UP POLICY:
All assignments & quizzes have due dates attached to them. Students can check deadlines on course calendar. It is up the student to manage their workload to get things in on time.

All quizzes, discussions, and assessments will be open for a very specific period of time during which the student is expected to complete it. The instructor will not re-open a quiz or accept other assessments once the deadline has passed unless the student has had a documented and acceptable excuse (for example, a documented death in the family or the student is sick and has a doctor’s note). I need, per the university’s policy, a copy of the documentation for your excuse. Please attach to an email or fax (attention Tourani) your documentation as soon possible so I can make arrangements. All excused make ups must be completed by first of May in order for grades to be calculated and submitted.
ACADEMIC MISCONDUCT:

Academic misconduct includes, but is not limited to, cheating or knowingly assisting another student in committing an act of cheating or other forms of academic dishonesty and plagiarism (http://lib.nmsu.edu/plagiarism/). Any students found cheating will receive an F in the course and may be subject to further sanctions as indicated in the Student Code of Conduct including possible dismissal from the academic program or from the University. Please refer to NMSU’s Student Handbook for additional information on the University’s academic misconduct policy.

DISABILITIES/ EMPLOYEE RELATIONS:

Contact the Director of Institutional Equity (575-646-3635) regarding any questions you may have about NMSU’s Non-Discrimination Policy & complaints of discrimination, including sexual harassment.

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 (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. I have set up the course so that you will have 2 weeks before the first quiz is due to get me your paperwork so that the needed accommodations can be made, but please don’t wait until the last minute.

All medical information will be treated confidentially.

INCOMPLETES:

Incompletes are awarded 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 head of the Department of Management.

WITHDRAWALS:

Students are responsible for being aware of important academic dates such as University drop dates. Moreover, the student is responsible for withdrawing from any class that he or she intends to drop in a timely manner. The last day to withdraw from the course with a “W” is March 8th, 2011; the last day to withdraw from the university is April 14, 2011.

GRADING:

Grades are based on the sum of your of all your grades earned. All required activities will be announced to you and shown in calendar. You may follow the schedule in syllabus, but it is open to change. Hence, check the schedule, announcements, emails, and calendar. The points will dictate your grade, and you receive what you earn. There may be opportunities for extra credit that can help add a point to your
final grade. I STRONGLY recommend that when you see an extra credit opportunity you complete it, as I do not reopen things at the end of the term when people realize they need more points. **YOU ARE RESPONSIBLE FOR YOUR WORK AND YOUR GRADE**

I DO NOT TAKE LATE ASSIGNMENTS. I do not respond to “the Internet went out (or my computer broke) Monday and I could not get the assignment in on time Friday.” In these cases you have enough time to find another place with Internet or computer facilities (most public libraries have both) to complete the assignment. You may complete assessments early, and you may email me the written assignments if you are having issues submitting them through Blackboard, but late assignments are not accepted or graded.

Also, at the end of the semester I do not respond to “Can you give me a C, I am less than 2% short.” If you are concerned about your grade earlier in the semester, call or email me, and we can look at different success strategies. Also, do the extra credit as posted on the Blackboard page so that in case you need it at the end of the semester, you have the points to help raise your grade.

<table>
<thead>
<tr>
<th>Item</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment</td>
<td>60%</td>
</tr>
<tr>
<td>Assessment</td>
<td>30%</td>
</tr>
<tr>
<td>Participation</td>
<td>10%</td>
</tr>
</tbody>
</table>

**GRADING SCALE**

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>85-100</td>
<td>70-84</td>
<td>60-69</td>
<td>50-59</td>
<td>&lt; 50</td>
</tr>
</tbody>
</table>

**IMPORTANT NOTES ABOUT WRITTEN ASSIGNMENTS:**

BE CONCISE AND TO THE POINT: Writing more is not the key to get better grades. Sometimes, many words are written to hide the fact that the specific answer is not identified. So, do your best to increase the richness and decrease the volume of submissions. However, it does not mean that shorter assignment may get better grades. I consider how well you have developed answers and mention all main points. I may mention space limits (# of pages or words) for some assignments. Stay to the point and cover all required answers in the allocated space.

GRAMMAR AND SPELLING DO COUNT! Poor grammar and spelling can cost you some points off the assignment if I cannot understand what it is you are trying to say or find lots of errors. For assignments, read the instruction and watch the videos if it is required. The links have proven the best way to get to these videos as for some reason when the files are posted to Blackboard they only work about half the time. Make sure that your network is not blocking YouTube as some videos are on YouTube. Please note that these are not automatically graded, and so thank you in advance for your patience as it takes time to grade and provide everyone feedback. I will endeavor to grade these as quickly as possible.

**Course Organization**

This is an online course. You should log on to the course every day as there will be new items posted continually. In particular, your e-mail and the Discussion pages should be reviewed daily. Your grade will directly correlate with your level of engagement in the course.
The course is organized into Modules. Each Module will have at least one assignment that should be done in group. Late assignments will not be accepted.

You are assigned to groups early in the term and you will remain with the same group for the whole semester. You can form your groups of five people and appoint a leader for it not later than May 27th. I will assign those of you who are not in any group after this deadline.

Each group has a discussion area for it for members’ communications. You should collaborate with your team members for the assignments. The leader should submit the final assignment and send me a participation email as follows:

- **Email Title:** “Group 1- Participation for assignment 1”
- **Email Content:** “Members Not Participated: A, B …” [Write “all participate” if all members participate]

The format is really strict. You may just change the group number and assignment number. The group will miss points if the participation email is not sent.

The team leader is responsible for the email. However, there are bonus points on final grade for the team leaders who do their job well.

<table>
<thead>
<tr>
<th>Tentative Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week</strong></td>
</tr>
<tr>
<td>17-May</td>
</tr>
<tr>
<td>26-May</td>
</tr>
<tr>
<td>1-Jun</td>
</tr>
<tr>
<td>9-Jun</td>
</tr>
<tr>
<td>16-Jun</td>
</tr>
<tr>
<td>24-Jun</td>
</tr>
</tbody>
</table>