California State University San Marcos

Business 302

Foundations of Business Environments

Spring 2007

Instructor: Dr. Peter H. Antoniou   Classes Meets: M 1:00 - 2:50pm
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Office Hours: M 12:30 - 1:00pm
T 12:30 - 1:00pm
R 4:00 - 5:00pm
And by Appointment

Course Website – http://courses.csusm.edu/bus302pa

Required Reading Materials: Customized Readings for foundations of Business Environments and Business Week.

Library Reserve: Material reserved in the library under this course can be accessed by using the password “market” for Anderson and “market1” for Antoniou.

Prerequisites: All Lower Division Core Courses

Note: The pre-requisites for this course are listed in the course catalogue. The instructor reserves the right to administratively drop, at any point, any student who has not met the prerequisites. Students choosing to withdraw from this course are responsible for doing so according to university procedures and deadlines.

Course Purpose and Objectives. All organizations must function within the context of their environments. What “works” and is successful under one set of environmental conditions may be disaster when there are changes in one or more components of the environment. The purpose of this course is to create an understanding of the components and importance of both external and internal factors that surround and impact an organization's success. While the focus of the course is on the environment, the course will touch on alternate ways in which firms respond to their environments. The course approach is based on the proposition that a successful organization is one that is both efficient (using resources wisely and without waste) and effective (doing the right things).

The objectives of the course are that the student will:

1. gain an understanding of the nature and components of environments that are relevant to organizations;
2. learn to identify and classify elements of the environment using Porter's and Griffin's classification frameworks;
3. develop the ability to differentiate between salient and nonsalient environmental factors;
4. be able to apply the concepts, models and principles to actual cases;
5. consider the standards of right conduct under alternative ethical systems.
6. learn the basics of preparing a Business Environment report.

**Course Approach.** The course will feature a combination of instructional methods. There will be lectures, with ample opportunity for questions, clarification and discussion.

Active involvement in and discussion of the course material is encouraged. You are encouraged to research and read additional information on the material and organization featured in each case and presentation. The more knowledge you have about the situations and the organizations, the more you will gain from the cases.

**Case Analyses.** Each case will be examined and analyzed using the SOR framework, terminology, and classifications. In each case, the environment includes both salient and nonsalient factors. As part of the analysis we will identify the relative impact of the factors on the organization, its success or its failures. We will also try to determine the environmental factors to which the organization appears to have been most responsive.

**Requirements and Expectations.** Most of the reading involves cases, which are concentrated in the second part of the course. Given the standard 2 for 1 ratio (two hours outside of class for each hour in class), a student should expect to spend approximately 60 - 65 hours on course material outside of class during the term. All written assignments must be machine printed. Handwritten submissions will not be accepted.

Each student is expected to:
- a) attend all class sessions;
- b) cell phones - turn off/vibrate
- c) read all assigned material;
- d) complete all written assignments on time;
- e) participate in class discussions;
- f) speak up and ask questions when something is unclear or not understood.
- g) notify instructor if unable to fulfill any of the above.

The instructor is expected to:
- a) attend all class sessions;
- b) have read and prepared for presentation all assigned material;
- c) grade all written assignments within a reasonable time;
- d) give all students an opportunity to participate;
- e) respond to all questions;
- f) be available (in office) during posted office hours; and
- g) notify students if unable to fulfill any of the above.
Examinations. There will be two examinations in this course. Each examination will be a combination of objective and essay questions. You will need both a Scantron Sheet and a Blue Book for each examination. If, due to unavoidable circumstances, you are not able to take an examination at the time scheduled, you must notify me prior to the beginning of the exam period. A mutually convenient alternate time will be scheduled. Make-up examinations will not necessarily be identical to the exam given during the scheduled time. No make-up examinations will be given to students who do not make arrangements with me prior to the scheduled exam time.

BusinessWeek Assignments. During the semester, each student will submit four one-page assignments based on Business Week articles. Each assignment is a review/analysis of an article from a specified section of Business Week. Each assignment will be taken from a different section of the magazine. The first assignment will be from the International Business Section, other assignments, as specified in the assignments, will be from the following sections: Economic Analysis, Finance, Science & Technology, Features or Cover Story. The article chosen may be selected from the two most recent issues of the magazine. Attention: Follow the template provided for the Business Week analysis. The assignments will be collected in class. Late assignments will not be accepted.

Written Case Assignments. The three written case analyses are to use the SOR Case Analysis Template, which may be downloaded from the course website. The analyses ask you to identify the environmental factors (General and Task Factors) that served as stimuli to the organization, the salient internal environment components, and the organization's response. Cases will be graded based on 1) accurate identification of stimuli, 2) relevant internal environment, and appropriate related response to the identified stimuli. Attention: follow the template provided for the case analysis.

The date each case is due is noted on the assignment sheet.

While you are encouraged to discuss the issues of the cases with your classmates and proofread each other's work, the work you submit as your own is assumed to be your own. You may wish to review the University's Academic Honesty Policy, which is attached to this syllabus.

Assignments will be collected at some point during the first hour of class. You need to bring a hard copy to class. No assignments will be accepted after the instructor leaves the class. If you know you cannot be in class the day an assignment is due, you may send it with another student. You may also email your case, but it must be emailed and received 30 minutes prior to the time the class starts on the day it is due. No late assignments accepted.
Term Project Paper. This is a team project. Each team will be required to write an environmental analysis as a term project. This is to be an objective appraisal of the environment as it is expected to exist, its opportunities, trends and threats. The focus of the analysis will be for an existing or proposed industry. A brief description of the industry you select is to be submitted prior to engaging in the project. More detailed information concerning this project can be found in the accompanying material. It is to be machine printed, single or double-spaced, with type no smaller than 12 pt. using standard 1 inch margins. The maximum number of pages for this assignment is 15, including references, bibliography, and any appended material.

The team formation, is self-selected. The team consists of 3 or 4 members. The team members could decide to fire any member(s) of their team up until their presentation date due to lack of contribution or any other reason. The fired member(s) will be reassigned to another project. There is no grade penalty either to the fired member or to the team. No member can quit the team. I will need to be notified prior to the finishing date in order to explain the procedure and how it should take place.

University Writing Requirement. This requirement will be met through the case write-ups, the Business Week articles, and the essay portions of the examinations. Each assignment will be graded on grammar, style, and presentation, as well as content. While you are encouraged to discuss the issues of the cases with your classmates and proofread each other's work, the work you submit as your own is assumed to be your own.

Electronic Reserve. You may access all library reserve materials assigned for this course electronically. Most of the required readings are listed under Antoniou and most of the sample cases and projects are listed under Anderson. To access:

1. Go to the University's home page and click on “Library”
2. Click on “Library Catalog”
3. Click on “Electronic Reserves”
4. Click on “Electronic Reserve and Course Materials”
5. Using the drop down menu select either department or instructor (Anderson or Antoniou)
6. Click on the “go” button
7. Click on Business 302
8. Enter the password “market” for Anderson – or “market1” for Antoniou, no quote marks
9. Click on the item you want to view.
10. If you want to go back and view other items, click “file” and highlight “close”
Grades. The grade you receive in this course will be based on the following components and weights:

- Examination 1 15%
- Examination 2 15%
- Business Week Assignments (4 x 4%) 16%
- Case Analyses, (3 x 7%) 21%
- Project Presentation 5%
- Project 20%
- Participation – oral case studies (each absence is worth 2%) 8%

Total 100%

Grades will neither be posted nor given out via email or telephone. You may bring a stamped, self-addressed postcard or envelope with you to the final examination and I will be happy to mail you your grade as soon as it is computed.

Prerequisites. The prerequisites for this course are listed in the course catalogue. The instructor reserves the right to administratively drop, at any point, any student who has not met the prerequisites. Students choosing to withdraw from this course are responsible for doing so according to university procedures and deadlines.

Academic Honesty Policy (p. 317 – General Catalogue). “The maintenance of academic integrity and quality education is the responsibility of each student within this University and The CSU system. Cheating and plagiarism in connection with an academic program at a campus is listed in Section 41301, Title 5, California Code of Regulations, as an offense for which a student may be expelled, suspended, put on probation, or given a less severe disciplinary sanction.” For more details please visit [http://lynx.csusm.edu/policies/policy_online.asp?ID=25](http://lynx.csusm.edu/policies/policy_online.asp?ID=25)

“Students will be expected to adhere to standards of academic honesty and integrity, as outlined in the Student Academic Honesty Policy. All written work and oral presentation assignments must be original work. All ideas/material that are borrowed from other sources must have appropriate reference to the original sources. Any quoted material should give credit to the source and be punctuated with quotation marks.

Students are responsible for honest completion of their work including examinations. There will be no tolerance for infractions. If you believe there has been an infraction by someone in the class, please bring it to the instructor’s attention. The instructor reserves the right to discipline any student for academic dishonesty, in accordance with the general rules and regulations of the university. Disciplinary action may include the lowering of grades and/or the assignment of a failing grade for an exam, assignment, or the class as a whole.”
All material turned in will be submitted to www.turnitin.com for a plagiarism check. If one is found to have material copied without references, the person will automatically fail the course.

Incidents of Academic Dishonesty will be reported to the Dean of Students. Sanctions at the University level may include suspension or expulsion from the University.

ADA Statement. Students with disabilities who require reasonable accommodations must be approved for services by providing appropriate and recent documentation to the Office of Disabled Student Services (DSS). This office is located in Craven Hall 5205, and can be contacted by phone at (760)750-4909. Students authorized by DSS to receive reasonable accommodations should meet with me during my office hours in order to ensure confidentiality.
Class Assignments - Spring 2007

Jan 22  
Course Introduction and Overview  
The Crash - video  
The Place of Writing in Business (CR)  
The Rules of Good Business Writing (CR)  
Troublesome Words (CR)

Jan 29  
Wanted: A New Strategy for Globalization (ER)  
The Growing Challenge to Internationalize (ER)

Feb 05  
Heart of a Nation - video  
The Structural Analysis of Industries (CR)  
The Battle for Brainpower (ER)  
Written Assignment: Business Week – Int’l Business Section

Feb 12  
The Environment and Culture of Organizations and Managers, (CR)  
SWOT Analysis” from John A. Pearce II and Richard B. Robinson, Jr., Strategic Management (Homewood, IL: Richard D. Irwin), 1985 (CR)

Feb 19  
Social Responsibility, Ethical Issues  
A Framework for Moral Decision Making (CR)  
Measuring Morals (ER)  
A Matter of Ethics (ER)  
Ethical and Social Environment (ER)  
Written Assignment: Business Week – Cover Story Section

Feb 26  
Corporate Governance  
Change Across the Board (ER)  
Regaining the Public Trust (ER)  
Strengthening Corporate Governance (ER)

March 05  
Introduction to Case Analysis and Internal Environments  
A Guide for Identifying Environmental Factors for the Case Analyses (CR)  
Case Analysis 1: Bull Run (CR)  
Running with the Bulls - video  
Written Assignment: Identification of SBA for final project  
Written Assignment: Business Week – Economic Section

March 12  
Examination #1
March 19  Task Environments
ADM - video
Case Analysis 2: ADM: Price Fixing and Political Cronyism (CR)
Written Assignment: Business Week – Finance Section

April 02  Internal and Task Environments
Bigger than Enron – video
Guest Speaker: Ann Fiegen, Reference Librarian
Individually Written Case Analysis 3: DOW Corning (CR)

April 09  General Environment
Five MegaTrends Shaping the Future (ER)
Written Assignment: Business Week – Science & Technology Section
Case Analysis 4: The Collapse of Enron (CR)

April 16  General Environment
Individually Written Case Analysis 5: Arthur Anderson: QAP (CR)

April 23  Environmental Turbulence
Individually Written Case Analysis 6: A Campaign against KFC (CR)
Written Assignment: Business Week – Finance Section

April 30  Project Presentation

May 07  Project Presentation / Team Project Papers Due
Team Evaluation form due

May 14  Examination #2