

Standard Course Outline (SCO)

GBA 699 Integrated Analysis

1. General Information

- Units: 3 credits
- Prerequisites: MBA standing and Advanced to Candidacy
- Course Coordinator: Dr. H. Michael Chung
- Date Prepared: June 2008

2. Catalog Description

Study of wide range of business problems and formulation of solutions. Integration of knowledge from all functional areas of business and its application to complex business problems arising out of changing technology, competitive market conditions, social changes and government actions. A grade of 'B' or better is required for successful completion. Serves as required terminal examination for College of Business Administration graduate candidates. Project is required.

3. Curriculum Justification

This curriculum aims at integrating knowledge from all functional areas of business and management and applying them to complex business and management problems arising out of changing technology, competitive market conditions, social changes, and government actions. The course embraces the development of a business plan, project management, team building, and financing alternatives as a foundation (interface between management and finance); competitive intelligence, customer relationship management, and risk analysis using information technology tools (marketing, accounting, and technology interface); supply chain as well as service and operations management to examine organizational transformation and workflow (service and operations management, organizational development, and technology interface); and organizational change, culture, conflict, and legal issues (interface among human resources management, organizational behavior, and business law). In particular, practical insight on managing for results and the systematic approach to getting things done are emphasized. Furthermore, the approaches to create, augment, and measure value in a corporation is discussed with the diagnostics tools.

4. Course Objectives

General Learning Goals #1: Critical Thinking

- Student will show the understanding of the strategy concept through a creative presentation
- Student will identify the problems and opportunities of companies in the cases and will be able to assess and evaluate related information to generate alternative resolutions

Assessment methodology: Individual presentation and case studies

General Learning Goals #2: Interpersonal and Leadership Skills

- Student will generate team/group decision-making through managing interpersonal conflict, negotiating and integrating and their skills with others' to formulate strategies for the chosen organization.
- Student will show the ability to manage conflict between client and his/her team and accomplish to deliver the resolutions for those conflicts.
- Student will be able to deliver the assignments on the appropriate time manners.

Assessment methodology: Oral presentations and peer evaluations

General Learning Goals #3: Ethics

- Student will recognize and analyze ethical problems that occur at the strategic level of business decision making.
- Students will choose and defend a resolution based on the above analysis.

Assessment methodology: Case studies

General Learning Goals #4: Management-Specific learning goals

- Student will assess the business functions (accounting, finance, marketing, human resources, and operational management) of the chosen organization--SWOT analysis or other format-- to make the sustainable competitive advantage from that analysis.
- Student will integrate the concepts of strategy and quantitative and qualitative techniques from business functional areas (accounting, finance, marketing, human resources, and operational management) in order to create an appropriate overall strategic plan for a chosen organization.
- Student will make an implementation schedule in order to estimate the results of the recommendations his/her group made for the chosen organization at some specific point of time.

Assessment methodology: Group project

General Learning Goals #5: Quantitative and Technology Skills

- Student will demonstrate that they can evaluate a firm financial performance and value through applying the quantitative techniques to business information.

- Student will explain the financial impact of the recommendations created such as cash flow as well as resources required.

Assessment methodology: Group project

General Learning Goals #6: Knowledge of Business Environment

- Student will demonstrate that he/she can make the managerial decisions in today’s business environment (legal, regulatory, competition, industry ,cultural and economic environmental factors)
- Student will integrate the business environment information into the decision making process.

Assessment methodology: Group project

5. Topical Areas to Cover

This is a listing of topical areas that should be covered in the course. Other topical areas can be added appropriately.

	Topics
1	Corporate Performance Management
2	Execution and Implementation
3	Management Tools Sustainability
4	Measurement Costing and Value Estimation
5	Business Intelligence Innovation
6	Business Process Management
7	Digital Economy Service Management
9	Risk Management Decision Making
10	Integrated Analysis Project

6. Methods of Instructions – an example

- Participation (in-class) exercises which involve group project work.
- Written group assignment based on applying all functional area to a business and management situation.
- Examinations – essay questions
- There is no standardized text for GBA699. Some examples of the texts that are used include:
 1. L. Bossidy, R. Charan, C. Burck, *Execution: The Discipline of Getting Things Done*, Crown Business, 2002
 2. R. Kaplan, D. Norton, *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, Harvard Business School Press, 2004
 3. R. Grant. *Contemporary Strategy Analysis: Concepts, Techniques, and Applications*, Blackwell, 2006
 4. T. Davenport, J. Harris, *Competing on Analytics: New Science of Winning*, Harvard Business School Press, 2007

7. Instructional Policies

- Policy on Classroom Behavior
 - All cell phones & other electronic devices must be put on vibrate or turned off and not on your desk during class.
 - Students are responsible for what transpired if they miss a class. It is the student's responsibility to contact the instructor or a classmate to determine what was missed.
 - Talking and other disruptive behavior are not permitted while classes are in session.
 - Students are expected and must do original work for all assignments, including exams.
 - It is the student's responsibility to notify the professor in advance of a need for accommodation of a disability that has been verified by the University.
- Policy on Make-up Exams and Assignments
 - The instructor develops his or her own policy.
- Policies on Withdrawal, Late Withdrawals, and Incompletes
 - The university policy on dropping and withdrawal from classes is set forth in the schedule of classes. Students are obligated to officially withdraw from their courses even though they may not have attended.
- Academic Integrity
 - Students in this course will be expected to comply with the California State University, Long Beach Policy on Academic Integrity. Any student suspected of

violating this obligation for any reason during the semester will be required to participate in the procedural process, initiated at the instructor level, as outlined in the University Guidelines on Academic Integrity. This may include, but is not limited to, the confiscation of the examination of any individual suspected of violating University Policy.

- Campus Computer/Network Usage
 - As a user of these resources, you agree to be subject to the guidelines of the 'Policy Governing Access to and Use of CSULB Computing Resources.'
- Disabilities
 - Please check with Disabled Students Services (DSS).