Course Description

Examines the complex interface between public and private business sectors and explores the role of business administration in contemporary society through examination of theoretical foundations, ethical dilemmas, and political environments within historical and global comparative contexts. Learners engage in intensive readings of scholarly works within the discipline foundation and collateral contemporary works that span the public, private, and independent sectors. Case studies are provided for practical understanding of the techniques for managing business relations at the local, state, federal, and multinational levels. Learners explore advanced analytical and strategic business skills related to government regulation, politics, ethics, and corporate social responsibility. Specific subject areas include conceptual analysis and critique of bureaucracy; the development of management theory and subsequent application to the public and private sectors; organizational design, behavior and change; decision making models and group dynamics; administrative leadership; and the legal foundation of business administration.

Prerequisites

Admission to the Doctor of Business Administration program

Course Textbook


Instructor Recommended:


Course Overview

Business has always been affected by its surroundings. The explorers who settled in America were financed by business interests in hopes that they would discover new markets and new products. Wars have been fought over markets and goods. Today, the factors that influence business are even more extensive than in the past as globalization becomes a reality.

This expanding environment in which business operates can be viewed in a variety of ways, and one of the ways that environment can be analyzed is by dividing it into market and nonmarket components. The market component is the environment that most people normally consider when they think about business. It is the environment characterized by the economic situations in which business firms operate. It is about how, why, and when businesses compete. It is the environment in which business firms compete. The other component in this analysis is the nonmarket component. This is the component that involves all of the external factors that affect business. Nonmarket factors are legal, political, and social issues that form the broad environment in which business firms operate.

In the market component of this environment, firms have to concentrate on profits, product selection, and controlling costs. In the nonmarket component of this environment, firms have to deal with stakeholders, government regulations, and public institutions. Firms are realizing that they have to deal effectively with both components of the environment if they are to be successful and sustain their existence. For instance, a firm might maximize its profits and control its costs by ignoring the environmental effects of its operations, but sooner or later, its operations will be severely limited or stopped by stakeholders, government regulations, and/or public institutions that are interested in the environmental effects. 
of the firm’s operations. In short, a firm might be able to address only its market concerns for a short time, but if the firm intends to continue in business, it will have to find a balance between its market factors and its nonmarket factors.

Though we can analyze the market and nonmarket environment of business separately, those environments are actually interrelated and are shaped by the individual and collective actions that business firms take. This course examines these environments and the intersection of these environments.

**Course Learning Objectives**

Upon completion of this course, students should be able to:

1. Discriminate between the market and nonmarket environment of business.
2. Explain the “four I’s” of the nonmarket environment of business.
3. Assess the requirements for a successful business strategy.
4. Identify the approaches that can be taken in addressing nonmarket issues in a business strategy.
5. Explain the role of the news media in establishing a business strategy.
6. Assess the effects of private nonmarket action on business.
7. Compare the two foundations of nonmarket and political action.
8. Identify the three primary costs of political action.
9. Explain the importance of issue identification in formulating political strategy.
10. Assess the three broad classes of political strategy.
11. Assess the effectiveness of grassroots lobbying strategies by business.
12. Compare the propriety and effectiveness of PACs used by business.
15. Compare and contrast approaches to environmental protection that have been taken in the U.S.
16. Analyze how the system of government in Japan has affected the nonmarket business issues in Japan.
17. Assess the political power of the European Union compared to the political power of member nations of the European Union.
18. Compare and contrast the business opportunities and the nonmarket environment in China.
19. Explain the relationship between international trade policies and economic incentives.
20. Define corporate social responsibility.
21. Assess the ethical concept of utilitarianism as applied to business management.
22. Compare and contrast rights and justice ethical theories in the business environment.
23. Explain how a corporate ethical culture is established.
24. Discuss the unique ethical considerations that can arise in international business.

**Credits**

Upon completion of this course, the students will earn three (3) hours of college credit.

**Course Structure**

1. **Summary of Course Unit:** Highlights, summarizes, and alerts students to areas of importance within selected readings.
2. **Unit Learning Objectives:** Lists Learning Objectives for each unit.
3. **Key Terms:** Provided to direct your attention to important subject content.
4. **Textbook and Supplemental Reading:** Identifies textbook reading assignments.
5. **Discussion Board:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.
6. **Unit Assessments:** There are four Unit Assessments in this course (Units II, IV, VI, and VIII), which include multiple-choice and essay style questions from material found in a combination of the corresponding course Unit Reading Assignments and the previous Unit Reading Assignments.
7. **Unit Assignments:** There are four Case Studies in this course (Units I, III, V, and VII). Case Studies are designed as an alternate form of assessment to determine how well you understand the material presented. Your grade will also be based partially on how well you can communicate your thoughts.
8. **Course Project:** You are to conduct a research study and present your findings in a written or PowerPoint presentation. The project goal is to demonstrate your experience in analyzing the market and nonmarket environment of a company and its industry. Information about the research project is provided below.

9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

**Unit Assignments**

**Unit I Case Study**

Read “The Nonmarket Environment of McDonald’s” found on page 20 of the textbook. Answer the following questions (located at the end of the Case Study):

1. Characterize the four I’s.
2. What is the time frame of each issue?
3. Which issues should have the highest priority?
4. What overall strategy should McDonald’s adopt for dealing with these nonmarket issues?

**Unit III Case Study**

Read “Wal-Mart and Its Urban Expansion Strategy” found on page 217 of the textbook. Answer the following questions (located at the end of the Case Study):

1. Should Wal-Mart give up on entering Chicago?
2. If not, should it agree to the demands of the Chicago Federation of Labor?
3. What should it do to build a majority in the city council?
4. Formulate an integrated strategy for Wal-Mart’s urban expansion.

**Unit V Case Study**

Read “Patent Games: Plavix” found on page 406 of the textbook. Answer the following questions (located at the end of the Case Study):

1. Why did Bristol-Myers Squibb and Sanofi-Aventis seek a settlement rather than let the patent infringement case go to trial?
2. Should Bristol-Myers Squibb and Sanofi-Aventis have attempted to pay Apotex to prevent it from launching a generic version of Plavix?
3. Was Sherman’s strategy that of a shrewd business executive? Did Sherman act ethically in his strategy?
4. Should the FTC and the state attorneys general have rejected the agreements?
5. Did Bristol-Myers Squibb likely violate the deferred prosecution agreement?

**Unit VII Case Study**

Read “Citicorp and Subprime Lending” found on page 714 of the textbook. Answer the following questions (located at the end of the Case Study):

1. Are there moral concerns associated with subprime lending? Are those moral concerns based on utilitarianism, rights, or justice considerations?
2. What should CitiFinancial do about single-premium life insurance?
3. What should CitiFinancial do about the other allegations of abuse?
4. Should Citigroup support the efforts of ACORN and AARP to weed out unscrupulous practices? Should it support tighter regulatory supervision of the subprime lending market?
5. What policies should Citigroup adopt for subprime lending?
Course Project Procedures

You are to conduct a research study and present your findings in a written or PowerPoint presentation. The project goal is to give you experience in analyzing the market and nonmarket environment of a company and its industry. The company that you select should be one on which sufficient information is available. You should approach this research as if the company you select to research is a potential candidate for a merger. The procedures for the study are as follows:

1. Although you may confer with your professor, conduct the study on an individual basis.
2. Determine the information that you feel should be gathered for such a project. Remember that you are primarily considering the market and nonmarket environment of the company that you select.
3. Determine how and where you will secure this information.
4. Collect, prepare, and analyze the data.
5. Prepare a written or PowerPoint presentation.
6. Provided here is a suggested range of topics that should be considered for the presentation:
   a. Industry composition, including information on concentration.
   b. Geographic dispersion and industry growth – past, present, and future.
   c. Competition within the industry and profitability ranges within the industry.
   d. Nonmarket issues that affect the industry and company.
   e. How the company is addressing nonmarket issues contrasted with how the industry as a whole is addressing those issues.

The course project should be submitted for evaluation by the end of Unit VIII.

APA Guidelines

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guidelines Summary” is available for you to download from the APA Guide Link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document provides links to several internet sites that provide comprehensive information on APA formatting, including examples and sample papers.

CSU Grading Rubric for Papers/Projects

The course papers will be graded based on the CSU Grading Rubric for all types of papers. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or by accessing the CSU Grading Rubric link, found in the Learning Resources area of the myCSU Student Portal.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.
Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

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<th>Component</th>
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<tr>
<td>Discussion Boards (8 @ 2%)</td>
<td>16%</td>
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<tr>
<td>Unit Assessments (4 @ 15%)</td>
<td>60%</td>
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<tr>
<td>Case Studies (4 @ 3%)</td>
<td>12%</td>
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<td>Course Project</td>
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<td><strong>Total</strong></td>
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Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
# Course Schedule

By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

## Unit I  Market and Nonmarket Environments

<table>
<thead>
<tr>
<th>Review:</th>
<th>☐ Unit Study Guide</th>
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</table>
| Read:  | ☐ **Chapter 1**: Market and Nonmarket Environments  
        ☐ **Chapter 2**: Integrated Strategy |
| Discuss:  | ☐ **Discussion Board Response**: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time) |
| Submit: | ☐ **Case Study** by Tuesday, Midnight (Central Time) |
| Notes/Goals: | |

## Unit II  The News Media and Private Politics

<table>
<thead>
<tr>
<th>Review:</th>
<th>☐ Unit Study Guide</th>
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</table>
| Read:  | ☐ **Chapter 3**: The News Media and Nonmarket Issues  
        ☐ **Chapter 4**: Private Politics  
        ☐ **Chapter 5**: Crisis Management |
| Discuss:  | ☐ **Discussion Board Response**: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
          ☐ **Discussion Board Comment**: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit: | ☐ **Assessment** by Tuesday, Midnight (Central Time) |
| Notes/Goals: | |

## Unit III  Political Strategy for Business

<table>
<thead>
<tr>
<th>Review:</th>
<th>☐ Unit Study Guide</th>
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| Read:  | ☐ **Chapter 6**: Nonmarket Analysis for Business  
        ☐ **Chapter 7**: Nonmarket Strategies for Government Arenas  
        ☐ **Chapter 8**: Implementing Nonmarket Strategies in Government Arenas |
| Discuss:  | ☐ **Discussion Board Response**: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
          ☐ **Discussion Board Comment**: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit: | ☐ **Case Study** by Tuesday, Midnight (Central Time) |
| Notes/Goals: | |
# DBA 7035, Business, Government and Society
## Course Schedule

### Unit IV
**Regulation of Business**

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 9: Antitrust: Economics, Law, and Politics
- [ ] Chapter 10: Regulation: Law, Economics, and Politics
- [ ] Chapter 11: Environmental Management and Sustainability

**Discuss:**
- [ ] Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- [ ] Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- [ ] Assessment by Tuesday, Midnight (Central Time)

**Notes/Goals:**

### Unit V
**Law, Information, and Nonmarket Issues**

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 12: Law and Markets
- [ ] Chapter 13: Information Industries and Nonmarket Issues

**Discuss:**
- [ ] Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- [ ] Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- [ ] Case Study by Tuesday, Midnight (Central Time)

**Notes/Goals:**

### Unit VI
**International Political Economy**

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 14: The Political Economy of Japan
- [ ] Chapter 15: The Political Economy of the European Union
- [ ] Chapter 16: China: History, Culture, and Political Economy
- [ ] Chapter 17: Emerging Markets
- [ ] Chapter 18: The Political Economy of International Trade Policy

**Discuss:**
- [ ] Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- [ ] Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- [ ] Assessment by Tuesday, Midnight (Central Time)

**Notes/Goals:**
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<tr>
<th>Unit VII</th>
<th>Ethical Systems</th>
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| Read:    | □ Chapter 19: Corporate Social Responsibility  
|          | □ Chapter 20: Ethics Systems: Utilitarianism  
|          | □ Chapter 21: Ethics Systems: Rights and Justice |
| Discuss: | □ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
|          | □ Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit:  | □ Case Study by Tuesday, Midnight (Central Time) |

Notes/Goals:

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<th>Ethical Applications</th>
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<td>Review:</td>
<td>□ Unit Study Guide</td>
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</table>
| Read:     | □ Chapter 22: Implementing Ethics Systems  
|          | □ Chapter 23: Ethics Issues in International Business |
| Discuss:  | □ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
|          | □ Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit:   | □ Assessment by Tuesday, Midnight (Central Time)  
|          | □ Course Project by Tuesday, Midnight (Central Time) |

Notes/Goals: