BUAD 691-01A Global Strategic Thinking

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Williams College of Business Mission
“We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition”

Class Motto
I Listen, I Forget; I See, I Remember; I Do, I Understand

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Office Hours: TBA

Learning Goals – Williams College of Business MBA

Strategic Thinking and Leadership
Learning Goal: WCB MBAs will be able to position organizations in chosen market areas, compete successfully, and satisfy stakeholders with the objective of achieving superior organizational performance.
Corresponding Objectives:
1. MBA students will demonstrate the appropriate knowledge of accounting, finance, management, marketing, and strategic integration.
2. MBA students will demonstrate the ability to articulate a vision and set and prioritize strategic objectives.
3. MBA students will formulate business strategies utilizing their understanding of the key functional areas of business.
4. MBA students will practice and assess their capacity to influence others, collaborate, and encourage cooperation toward organization goals.

Global Perspective and Cultural Diversity
Learning Goal: WCB MBAs will be able to work across cultural boundaries, whether these are geographical or societal, in that they possess a recognition and appreciation of the global environment of business and an understanding and appreciation of diversity.
Corresponding Objectives:
1. MBA students will evaluate and integrate economic, political, technological, environmental and societal issues into their decision making and show competencies required to compete in the global environment in their analyses.
2. MBA students will incorporate the concepts of global diversity and inclusiveness in their analyses and decision making.

Ethics and Social Responsibility
Learning Goal: WCB MBAs are able to foster an ethical climate in their roles and responsibilities in business and society.
Corresponding Objective:
MBA students will recognize ethical issues and demonstrate the skills necessary to analyze information and make informed, ethical decisions in complex, conflicting or ambiguous environments or situations.

Critical Thinking
Learning Goal: WCB MBAs are able to clarify problems, generate and evaluate alternatives using appropriate analytical and quantitative techniques, and draw conclusions.
Corresponding Objective:
MBA students will evaluate organizations and recommend optimal strategies and actions demonstrating their ability to understand context, frame problems and use appropriate analytical and quantitative techniques.

Effective Written and Oral Communication
Learning Goal: WCB MBAs are proficient in written and oral communication.
Corresponding Objectives:
1. MBA students will demonstrate their ability to clearly summarize issues and support decisions in writing.
2. MBA student deliver professional presentations accompanied by the appropriate technology.
3. MBA students demonstrate effective interpersonal communications skills in a team setting.

Prerequisites:
All core courses and final semester in program
Course Description:
This course attempts to understand why some firms achieve their objectives, grow, and attract resources while others stagnate, go bankrupt, or succumb to hostile takeovers. This course will attempt to provide the foundations of successful general management by focusing on the role, skills, and functions of the chief executive officer and other senior managers. This perspective requires viewing the corporation as a whole and analyzing its relationship with the environment and other organizations. It involves integrating a knowledge of the different functional areas such as finance, accounting, marketing, and organizational behavior/human resource management. To achieve the WCB mission and goals described above, this section of Buad 691 employs the most innovative and challenging learning approaches (Busimulation and Coopetition).

Texts:
Business Strategy Game (BSG) (Paid Registration required) ([www.bsg-online.com](http://www.bsg-online.com))
  MUST watch Video Tutorials (three) and read player’s guide.
  Registration: 40759 -DPK-TEAM letter (Team letter will be assigned by instructor)

GV CEO Simulations (already paid by WCB) (info available in CANVAS)

Evaluations:

| Individual | Course/CANVAS (including ETS TEST) participation | 10 points |
| Individual | 2 HBR article discussion forums (CANVAS) | |
| Individual | 2 SWOT case analysis discussion forums (including your SWOT analysis) | |
| Individual | HBR article or book review (max. 5 pages – single spacing) | 15 points |
| Individual | A summary of reading (2 to 4 pgs) & lessons learned (1 to 2 pgs) | |
| Individual | Due date: October 17, 2014 | |
| Individual | You can choose one article to review or multiple articles to integrate. (HBR info available from CANVAS File area) | |
| Individual | GV CEO Simulation Report (max. 5 pages) | 20 points |
| Individual | A summary of decisions/outcomes (2 to 4 pgs) & lessons learned (1 to 2 pgs) | |
| Individual | Due date: October 17, 2014 | |
| Individual | (GVCEO sim info available from CANVAS File area) | |
| Individual | **Sample Reports also available in CANVAS File area.** | |
| Team (max. 4) | COSTCO SWOT Analysis (max. 5 pages) & Commentary | 15 points |
| Team (max. 4) | You need to email me your SWOT analysis by September 26, 2014. (SWOT analysis will be posted in CANVAS Discussion) | |
| Team (max. 4) | BSG Simulation Performance | 40 points |
| Team (max. 4) | (w/ peer evaluation, Quiz 1 and Quiz 2) | |
| Team (max. 4) | **Quiz – pass/fail (pass – above 12 correct answers out of 20 questions)** | |

For BSG, entrepreneur(individual) option available (approval required): You will be the only person in your team.

| Total | 100 points |

The final grade will be determined as follows: A (above 93 percentage) A- (above 89 percentage)
B+ (above 85 percentage) B (above 82 percentage) B- (above 79 percentage) C etc.

Cheating of any kind will result in a grade of F for the course: (example) using/submitting case/simulation report from other students (previous or current).

**BSG Team Simulation Performance** will be determined using the followings: simulation scores and intragroup peer evaluations (team organization: max. 4 members in a team recommended).

**Course/CANVAS Participation/Contribution REQUIREMENT** includes active participation based on thorough preparation: *value-added* questions/comments vs. frequency of contacts.

### Schedule

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<th>Date</th>
<th>Event Details</th>
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| 8/29 | Course Intro, Simulation Demonstrations & Team Organization, ETS test Q/A  
(6 p.m. Smith 349 – not required for out-of-state students) |
| 9/7  | BSG Online practice (Yr 11 & Yr 12)  
BSG will be reset on 9/8  
Yr 11 processing at 7 p.m.  
Yr 12 processing at 9 p.m. |
| 9/14 | CANVAS discussion forum participation (HBR articles)  
BSG Yr. 11  
BSG Quiz 1 Due (11:59 p.m.)  
BSG processing will be made at 7 p.m. (Yr 11) |
| 9/21 | CANVAS discussion forum participation (HBR articles)  
BSG Yr. 12  
BSG processing will be made at 7 p.m. (Yr 12) |
| 9/28 | CANVAS discussion forum participation (SWOT analyses)  
BSG Yr. 13  
BSG processing will be made at 7 p.m. (Yr 13) |
| 10/1 | CANVAS discussion forum participation (SWOT analyses)  
BSG Yr. 14  
BSG processing will be made at 7 p.m. (Yr 14) |
| 10/5 | CANVAS discussion forum participation (SWOT analyses)  
BSG Yr. 15  
BSG processing will be made at 7 p.m. (Yr 15) |
| 10/8 | CANVAS discussion forum participation (SWOT analyses)  
BSG Yr. 16  
BSG processing will be made at 7 p.m. (Yr 16) |
| 10/12 | CANVAS discussion forum participation (BSG AAR - after action review)  
BSG Quiz 2 & BSG Peer Evaluation Due |
| 10/17 | ETS Test (Location: TBA)  
6 to 9 p.m. |