2017

BUAD 691-W17 Global Strategic Thinking

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Global Strategic Thinking - 11836 - BUAD 691 - W17
Spring 2017

Tuesdays (January 10, 2016 to March 21, 2017; 5:30 PM – 9:15 PM)

Instructor: Joseph Carter
240 Smith Hall
Phone: 513-967-5197 (Preferred – text or call)
E-mail: carterj1@xavier.edu
Office Hours: by appointment

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.

**PREREQUISITE:** All foundation skills, business and system skills, and integrated function MBA courses.

**REQUIRED MATERIALS**

1. *Plain Talk: Lessons From A Business Maverick* (Iverson and Varian)
2. *When Growing Gets Tough: Charting Your Path To Value Creating Growth* [https://www.bcgperspectives.com/content/articles/growth_go_to_market_strategy_when_growing_gets_tough_charting_your_path_value_creating/](https://www.bcgperspectives.com/content/articles/growth_go_to_market_strategy_when_growing_gets_tough_charting_your_path_value_creating/)
4. Articles and other material provided by instructor

**CLASS SCHEDULE AND ASSIGNMENTS:**
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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Focus</th>
<th>Reading</th>
<th>Assignment Due</th>
<th>Assignment Type</th>
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<tbody>
<tr>
<td>1</td>
<td>12/06</td>
<td>Syllabus, Short Form, Long Form, Team #1, and Team #2, Overview of Strategic Management System, Strategy, Project &amp; Report, Business Model Overview</td>
<td>McKinney: Article: &quot;The New Business of Business&quot;</td>
<td>- Google: Situational Analysis: Current State: Focusing on what you perceive to be the most significant strengths and weaknesses apparent to you and your supporting data.</td>
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<td>2</td>
<td>12/13</td>
<td>External Analysis, Internal Analysis, Investments, Portfolio of Growth</td>
<td>Nuco Case Analysis and 2013 Nuco Annual Report</td>
<td>- Google: Situational Analysis: Current State: Focusing on what you perceive to be the most significant strengths and weaknesses apparent to you and your supporting data.</td>
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<td>3</td>
<td>12/20</td>
<td>Business Model</td>
<td>McKinney: Article: &quot;The New Business of Business&quot;</td>
<td>- Google: Situational Analysis: Current State: Focusing on what you perceive to be the most significant strengths and weaknesses apparent to you and your supporting data.</td>
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<td>4</td>
<td>12/27</td>
<td>External Analysis</td>
<td>McKinney: Article: &quot;The New Business of Business&quot;</td>
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<td>5</td>
<td>1/06</td>
<td>Internal Analysis</td>
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<td>6</td>
<td>1/13</td>
<td>Strategy and Organizational Innovation: Change</td>
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<td>9</td>
<td>2/03</td>
<td>Spring Break and No Classes</td>
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<td>10</td>
<td>2/10</td>
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OTHER REQUIREMENTS:

Teamwork and class preparation are essential components of this course.

- Assignments must be turned in by class time on the day that they are due. One letter grade will be deducted for each day late. No reports will be accepted via email unless previously approved by the instructor.
- As in your career, there is no extra credit work.
- The Academic Honesty Policy of Xavier University will be strictly enforced.

ATTENDANCE POLICY:

Class attendance and active participation on the team project are critical to this course. Since learning via an experiential learning project assumes an MBA’s presence, missing more than one class, or one team meeting will have a negative impact on the MBA’s grade. If an MBA misses a class in which his/her team is providing a presentation the grade received by the student will be lowered 1-level. However, it is understood that student's may at times be required to travel in the course of their work. If you have a work conflict on any day that you or your team is presenting, it is your responsibility to communicate, in advance, with both your team and the instructor.

About your instructor: an executive coach and business improvement specialist

https://www.linkedin.com/in/joecarter1

Joseph Carter has twenty-seven years of business leadership experience. He is AACSB Bridge Program certified and he has ten-years experience as a full-time faculty member of Xavier University’s Williams College of Business. At Xavier he teaches leadership, strategic management, operations and entrepreneurship courses in the Executive MBA, MBA, and Undergraduate programs. He is the founding director of both the Xavier Launch-a-Business and the LaunchCincy initiatives, which connects entrepreneurs with business expertise. He was the Director of Operational Excellence for a $2 billion business sector of an $11 billion global industrial manufacturer and service provider. As the Director of Operational Excellence he was responsible for operational strategy development and deployment among fourteen sites located throughout North America, Europe and Asia. He has ten years experience as a global business consulting manager where he guided executive leadership teams through strategy assessment / development, strategic initiative prioritization, tactical plan deployment, change management and knowledge transfer. He’s worked for firms such as Ingersoll-Rand Company, Harley-Davidson and Huffy Corporation, where he gained multi-site start-up, operations and closure experience. He obtained both his undergraduate degree and executive MBA from Xavier University’s Williams College of Business. He is a Lean Six Sigma Black Belt and has led numerous comprehensive value stream projects within businesses located throughout North America and Europe. He holds a certification in consulting fundamentals by the George Group consulting firm (formerly a private consulting firm acquired by Accenture in 2007) and he is experienced in formal acquisition due diligence and post acquisition integration methodologies.