2012

BUAD 691-01 Global Strategic Thinking: Strategic Management: Online Friday

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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

Course Coordinator: Daewoo Park, Ph.D.
Office: 330 Smith Hall
Phone: 745-2028 (E-mail: parkd@xavier.edu)
Office Hours: Mon thru Fri 9:30 a.m. to 2 p.m. (also 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 students 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 904 employs the most innovative and challenging learning approaches (Busimulation and Coopetition).
Texts:
Glo-Bus (GloBus) (Registration required)  
(Must watch Video Tutorials) 
30368-DPK-team letter OR 30369-DPK-team letter

Business Strategy Game (BSG) (Registration required)  
(Must watch Video Tutorials) 
30375-DPK-team letter OR 30376-DPK-team letter

HBS Simulations (Registration or Purchase required) (info available in Blackboard Course Info)

Evaluations:

<table>
<thead>
<tr>
<th>Individual</th>
<th>Course/Blackboard (including ETS TEST) participation</th>
<th>10 points</th>
</tr>
</thead>
</table>
| Minimum Blackboard participation:  
2 HBR article discussion forums  
3 SWOT case analysis discussion forums |

<table>
<thead>
<tr>
<th>Individual</th>
<th>HBR article review (max. 5 pages – single spacing)</th>
<th>10 points</th>
</tr>
</thead>
</table>
| A summary of reading (2 to 4 pgs) & lessons learned (1 to 2 pgs)  
Due date: November 30th, 2012  
You can choose one article to review or multiple articles to integrate.  
(HBR info available from Blackboard Course Document) |

<table>
<thead>
<tr>
<th>Individual</th>
<th>HBS Simulation Report (max. 5 pages)</th>
<th>10 points</th>
</tr>
</thead>
</table>
| A summary of decisions/outcomes (2 to 4 pgs) & lessons learned (1 to 2 pgs)  
Due date: November 30th, 2012  
You can choose 1 out of 5 HBS simulation options.  
(HBS sim info available from Blackboard Course Information)  
** Sample Reports available in Blackboard Course Document |

<table>
<thead>
<tr>
<th>Team (max. 4)</th>
<th>SWOT Analysis (max. 5 pages) &amp; Commentary</th>
<th>15 points</th>
</tr>
</thead>
</table>
| You can choose any target business to analyze (e.g., RedBox, Megabus, Vizio, Skyline Chili, P&G, GE, Starbucks, Dunkin, McDonald’s, etc.)  
You need to email me your SWOT analysis 2 days before its scheduled posting.  
(SWOT analysis will be posted in Blackboard Course Document; Case Discussion Forum will be opened in Blackboard Discussion Board) |

<table>
<thead>
<tr>
<th>Team (max. 4)</th>
<th>BSG Simulation Performance</th>
<th>30 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>(w/ peer evaluation, Quiz 1 and Quiz 2)</td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>Team (max. 4)</th>
<th>GloBus Simulation Performance</th>
<th>25 points</th>
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</thead>
<tbody>
<tr>
<td>(w/ peer evaluation, Quiz 1 and Quiz 2)</td>
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For BSG and GloBus, entrepreneur 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 and GloBus 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/Blackboard Participation/Contribution REQUIREMENT** includes active participation based on thorough preparation: **value-added** questions/comments vs. frequency of contacts.

**Schedule**

<table>
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<tr>
<th>Date</th>
<th>Activity Details</th>
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</table>
| 8/24 | Course Intro, Simulation Demonstrations & Team Organization  
5:30 to 6:30 p.m. Smith 137 – next to MBA office: not required for out-of-state students  
If you cannot attend 8/24 info class, you can attend 8/25 class (11 a.m to Noon – Smith 137). |
| 8/31 | GloBus Online practice (Yr 6 & Yr 7)  
GloBus will be reset on 9/1  
Yr 6 processing at 8 p.m.  
Yr 7 processing at 10 p.m. |
| 9/7  | Blackboard Strategic Mgmt (SM) discussion forum participation  
Blue Ocean Strategy  
GloBus Quiz 1 Due  
GloBus processing will be made at 8 p.m. |
| 9/14 | Blackboard SM discussion forum participation  
Judo Strategy  
GloBus Yr. 7 |
| 9/21 | Blackboard SM discussion forum participation  
Strategy as Stretch and Leverage  
GloBus Yr. 8 |
| 9/28 | Blackboard SM discussion forum participation  
The Secrets of Strategy Execution  
GloBus Yr. 9 |
| 10/5 | Blackboard SM discussion forum participation  
GloBus Quiz 2 Due  
GloBus Yr. 10 |
| 10/12| GloBus AAR (After Action Review; Blackboard)  
BSG Practice (Yr. 11 and Yr. 12)  
BSG will be reset on 10/13  
Yr.11 processing at 7 p.m.  
Yr.12 processing at 9 p.m. |
| 10/19| Case 1 (Blackboard Discussion Board)  
BSG Quiz 1 Due  
BSG processing will be made at 8 p.m.  
BSG Yr. 11 |
| 10/26| Case 2 (Blackboard)  
BSG Yr. 12 |
| 11/2 | Case 3 (Blackboard)  
BSG Yr. 13 |
11/9    Case 4 (Blackboard)          BSG Yr. 14
11/16   Case 5 (Blackboard)          BSG Yr. 15
11/23   Case 6 (Blackboard)          BSG Yr. 16
11/30   Case 7 (Blackboard)          BSG Quiz 2 Due          BSG Yr. 17

12/7    ETS TEST (Smith 137  6 – 9 p.m.) - Requirement for all AACSB MBA graduates.

Individual simulation info (more details available from Blackboard Course Information area)

1)  GSCM (Global Supply Chain Mgmt) - online-based simulation
2)  Small Business Strategy & Management Simulation – CD-based simulation
3)  Balanced Scorecard – CD-based simulation
4)  Building Service, Driving Profits - CD-based simulation
5)  XavierBusiness – online-based simulation (new addition to Fall 2012 Buad 691)