2015

BUAD 691-X15 Global Strategic Thinking

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GLOBAL STRATEGIC THINKING I & II
BUAD 691-X15
EXECUTIVE MBA PROGRAM
SPRING 2015

Instructor: Lou Terhar
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(513) 477-6425 (cell)
E-mail: terhar@stratpa.com
Office Hours: by appointment

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

REQUIRED MATERIALS:

PURPOSE

Our objective in this course is to create and improve a process that develops the ability to integrate information from individual business disciplines to examine business opportunities on a global basis and to determine strategies for major business enterprises. We will aggressively use the case method to develop these skills and create top level business management teams from class participants to evaluate these cases. The ultimate objective of the course is to develop your skills to think and act like a CEO.

CASE METHOD

We will investigate 9 business cases either from the textbook case appendix or cases that will be provided by the instructor. The class will be divided into 3 business management teams whose members will act as the CEO, VP Marketing, VP Operations and CFO. For some cases the VP Operations may be changed to the CIO. Each team will present 3 cases to the class over the term. The roles inside the team must rotate for the succeeding presentation. Beginning March 20th, each student will be required to submit a two-page analysis for one case per class unless your team presents during that class. After April 10th, NO further two-page write-ups are required. The presenting team must provide a more in depth (4-5 page) analysis to the instructor in class before they present their case to the class.
DESCRIPTION AND COURSE REQUIREMENTS

You must read the textbook to create a common framework for the case analysis method. We will cover the highlights of the first 10 chapters of the text in the BUAD 791 portion of the class. In the 4th class period we will review the Finance & Accounting issues that will influence your evaluation of the cases. An in-depth understanding of the nuances of the concepts can only be mastered when you spend time to study the textbook. Teamwork is essential to success in this course and in your business career.

- 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. If you miss class, submit the items directly to the XMBA Administrator. No reports will be accepted over e-mail 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.
- At the end of the term, each member of the group will have the opportunity to identify the individual in their group who did the most to improve the group’s performance and also that individual who contributed less than the others to the group’s success, if that condition exists. This input will be considered by the instructor in the cases where a student may be on the cusp of a higher or lower grade based on points accumulated.

INDIVIDUAL ASSIGNMENT

There will be one individual assignment during the semester due on April 10th. This assignment will be an individual evaluation of a case that will be provided to you and most importantly, the formulation of a supported strategy for the company described in the case and will use only the information provided in the case for its evaluation. All class members will have the same case, but you are expected to produce your own thought and work and comply with the Xavier University Honesty Policy.

The report should be double-spaced and not exceed 10 typed pages including all appendices. The border margins should be set no less than one inch on all sides. The font should be 12-point (Times New Roman Normal preferred). Please incorporate key ideas from the chapters, readings and class discussions in your analysis. A brief outline of the format is given below:

- Title page
- Executive Summary (statement of the issues and recommended strategies)
- Body: Brief introduction and statement of major strategic issue, Industry strategic analysis, Company Analysis (SWOT, competencies, value-chain, financial analyses), your strategy for the company’s future operation and a plan for implementing the strategy, and a fallback strategy.
- Appendix, if any.
CRITERIA FOR GRADING INDIVIDUAL CASE REPORT

The report should be clear, concise, well organized, error-free and reflect an understanding and critical assessment of the major issues. Specifically, the report will be graded on the following dimensions: (1) Content: the breadth of analysis and the quality of information (2) Skill: skill with which the relevant tools were applied (3) Organization of report: clarity, conciseness, format and (4) Integration of concepts from readings and class discussions and, most importantly, a concise strategy with strategic and financial goals supported by the work in 1 through 4 above.

ASSIGNMENTS:

Class Participation and Weekly Papers 25 points
Individual Case Paper (Final) 60 points
Attendance 15 points
Group case analyses & presentations 100 points
(1st case 15 pts.)
(2nd case 20 pts.)
(3rd case 65 pts.)

TOTAL 200 POINTS

GRADING:

192 or more: A
191-184: A-
183-180: B+
179-160: B
159-150: C

ATTENDANCE POLICY:

Class attendance in a course is critical. Since learning by the case method assumes a student’s presence, missing more than one class will have a detrimental impact on the student’s grade in that 10 points will be deducted for each class missed after the first one. If a student misses the class in which his/her group is presenting their assigned case, the maximum grade possible for that student on the case will be 10 points lower than the team grade.

It is understood that student’s must travel in the course of their work. If you have a work conflict on the day that your group is to present, it is your responsibility to arrange to swap your presentation time with another group. All changes must be approved by the instructor.

If more than 2 classes are missed by a student during this course, the instructor will determine in discussion with Assistant Dean for MBA Programs, if credit will be allowed for the course.
## BUAD 791

**Class Assignments:**

<table>
<thead>
<tr>
<th>Time</th>
<th>Assignment</th>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/10 pm</td>
<td>Textbook, Ch. 1 &amp; 2</td>
<td>--</td>
</tr>
<tr>
<td>1/16 am</td>
<td>Textbook, Ch. 3, 4 &amp; 5</td>
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<tr>
<td>1/24 pm</td>
<td>Textbook, Ch. 6, 7 &amp; 8</td>
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<tr>
<td>1/30 am</td>
<td>Finance &amp; Accounting Review/Case Preparation</td>
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<tr>
<td>2/7 pm</td>
<td>Corporate Governance</td>
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<tr>
<td></td>
<td>Textbook, Ch. 9 &amp; 10</td>
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<tr>
<td>2/13 am</td>
<td>Case 7 – Coach (sample case work up)</td>
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## BUAD 792

<table>
<thead>
<tr>
<th>Time</th>
<th>Assignment</th>
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</thead>
<tbody>
<tr>
<td>3/20 am</td>
<td>Case 5 – Under Armour</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>Case 2 – COSTCO in 2012</td>
<td>B</td>
</tr>
<tr>
<td>3/28 pm</td>
<td>Case 9 - Panera Bread Company in 2012</td>
<td>C</td>
</tr>
<tr>
<td>4/1 pm</td>
<td>Case 14 - Apple in 2012</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>Case 17 – Nucor Steel in 2012</td>
<td>B</td>
</tr>
<tr>
<td>4/10 am</td>
<td>Case 11 – Netflix in 2012</td>
<td>C</td>
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**FINAL EXAM DUE**

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<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>4/18 am</td>
<td>Case 20 - Walt Disney Company</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>Case 30 – Frog’s Leap Winery in 2011</td>
<td>B</td>
</tr>
<tr>
<td>4/24 am</td>
<td>Case 18 – Tata Motors</td>
<td>C</td>
</tr>
</tbody>
</table>