BUAD 691-4S Global Strategic Thinking

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Global Strategic Thinking (STRATEGIC MANAGEMENT) ONLINE
BUAD 691-4S: SUMMER 2010

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.
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Phone: 745-2028 (Fax: 745-4383, e-Mail: parkd@xavier.edu) Office Hr: TBA

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:
Business Strategy Game (BSG) (Registration required) (www.bsg-online.com)
For 4s Section: 2XXXX-DPK-team letter
Team letter will be assigned during the info session (May 8 or 12) or first class (July 8).
You can choose “entrepreneur” (i.e., individual) option instead of team.
Small Business Simulation (SBS) (Individual simulation option 1)
HBS Simulations (BSDP, MCP, BSC, GSCM) (Individual simulation Options 2 – 5)
SBS, BSDP, MCP, BSC simulations are CD-based; CD purchase required.
Strategic Management Articles (The Best and Most Popular Strategic Mgmt Articles)
(Articles available from Blackboard Course Document area; http://blackboard.xu.edu)

Evaluations:

Individual Simulation Report (max. 5 pages) 25 points
You can choose 1 out of 4 simulation options:
SBS, BSDP, BSC, GSCM (Purchase or Registration required)
You need to summarize what you did/achieved (2 to 4 pages)
& what you learned (1 to 2 pages): single spacing

Individual Strategic Management Article Review (max. 5 pages) 20 points
You need to summarize what you read/understand (2 to 4
Individual BSG Quiz 1 and Quiz 2 (7.5 points each) 15 points
Team (max. 4) BSG Simulation Performance (w/ peer evaluation) 40 points

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

**SCHEDULE**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
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</thead>
<tbody>
<tr>
<td>5/8</td>
<td>4 to 5 pm OR 5/12 Noon to 1 pm</td>
<td>Info sessions for students who cannot attend 7/8 (THU) (not required for out of state/country students)</td>
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<tr>
<td>7/8</td>
<td>THU at XU.</td>
<td>Course Info, Simulation Demonstrations &amp; Team Organization XMBA classroom (next to MBA office, 1st fl of WCB bldg)</td>
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<tr>
<td>7/15</td>
<td>THU BSG Yr. 11 PRACTICE (7 pm processing) Yr. 12 PRACTICE (9 pm processing)</td>
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<tr>
<td>7/22</td>
<td>THU BSG Yr. 11 (9 pm processing) * You can save your Yr 11 decision anytime between 7/16 and 7/20 (up to 8:55 pm).</td>
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<tr>
<td>7/29</td>
<td>THU BSG Yr. 12 (9 pm processing) HBR article review due</td>
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<td>8/3</td>
<td>TUE BSG Yr. 13 (9 pm processing)</td>
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<tr>
<td>8/5</td>
<td>THU BSG Yr. 14 (9 pm processing)</td>
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<tr>
<td>8/10</td>
<td>TUE BSG Yr. 15 (9 pm processing)</td>
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<tr>
<td>8/12</td>
<td>THU BSG Yr. 16 (7 pm processing) Ind Simulation Report Due BSG Peer Evaluation Due</td>
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**BSG AAR session at Xavier campus (XMBA classroom, 6 to 7:30 pm):** You can work on BSG Y16 decision making from 6 to 7 pm.
Individual Simulation Choices

**Building Service, Driving Profits ($30): CD-based**
A CD-ROM-based interactive simulation (for Windows or Macintosh) inspired by the Harvard Business Review article "Putting the Service-Profit Chain to Work" (#94204). Individual users decide how much the company should spend to train employees, replace infrastructure, or make other changes. In the process, they discover how to orchestrate the strategic levers that are key to improving the performance of service organizations.

**Balancing the Corporate Scorecard ($30): CD-based**
A CD-ROM-based interactive simulation (Windows only) that allows users to run Sentra Software, a small but growing producer of data-mining software. At the start of the program, users are introduced to Sentra and receive a tutorial on the Balanced Scorecard. Then, they run the company from a control panel, making critical pricing, headcount, and investment decisions, while gradually constructing their own scorecard. Coaching segments, triggered by the user’s decisions, enrich and facilitate the learning experience. An extensive debrief section helps elaborate and drive home the balanced scorecard concepts learned while running Sentra. Balancing the Corporate Scorecard 2.0 is a faster yet more content-rich replacement for the original version.

**Small Business Simulation (SBS) ($30): CD-based**
Small Business simulation is a realistic business simulation that recreates the day-to-day experiences involved in starting and running a small business. Like a flight simulator for business, Small Business puts you in the role of founder and CEO of your own virtual business, while engaging you in realistic situations and problems. It’s easy to use, visual, interactive, and exciting! Unlike any book, course, or seminar, Small Business enables you to gain years of experience in minutes! Manage all aspects of your own virtual business, price your products, order inventory, conduct sales and marketing initiatives, review financial statements, hire and fire employees, manage schedules, and more. Monitor your success by evaluating profitability, market share, customer satisfaction, employee morale, personal goals, and more!

**Global Supply Chain Management ($12.50 online registration):**
This interactive online simulation allows students to try their hands at managing the complexities of a global supply chain by putting them in the shoes of the supply chain manager of a mobile phone manufacturer. Students become responsible for the rollout of two models of mobile phones. Illustrates key concepts of supply chain management, such as: creating a balanced supply chain across suppliers with different lead times, building flexibility into the supply chain to avoid stock-outs and excess inventory, and evaluating and using demand forecasts. Student success is measured by company profits as well as through a dynamic evaluation process in which students answer probing questions from the company’s board members.