BUAD 691-01 Global Strategic Thinking

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GLOBAL STRATEGIC THINKING
BUAD 691-01, Thursdays, Spring 2017
Online Class (meets in Canvas)

Instructor: Hema Krishnan
Phone (513) 745-3420
E-mail: krishnan@xavier.edu
Xavier Campus Office Hours: Tuesdays, Wednesdays 4:00-6:00 p.m
Office: 310 Smith Hall

Online Office Hours: Available on weekdays and Saturdays from 10:00 a.m. to 1:00 p.m.). I will respond to your email within 24-36 hours of receipt.

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

REQUIRED MATERIALS:
1. Case packet- contains 3 cases.
3. Company Annual reports on Canvas for team presentations.
4. All power-point, articles and video material on Canvas.

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

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 use the case method and simulations 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.

Online Course Format

The course is online, and all modules except two are asynchronous. Two sessions will held as virtual meetings on Zoom (March 2 and April 6, 2017). Virtual – Online- Attendance is mandatory for these two sessions as detailed in the schedule. The penalty for missing these two virtual sessions is high, as explained in the modules.

Cases, Company Annual Reports and Simulations. The course is structured around lectures supplemented by readings, simulations, Discussion Board activities, case and
company annual report analyses, individual reports, and team presentations. Please refer to the class schedule for the pre-reading materials and activities to be carried out during the semester.

In addition, ETS (a test administered to fulfill AACSB mandate) will be administered at the end of the semester. All capstone students are required to take this test. Details will be provided later in the semester.

**Description and Course Requirements**

You must read all the material in Canvas to understand the framework for the case analysis method. An in-depth understanding of the nuances of the concepts can only be mastered when you spend time to study the material in Canvas. Teamwork is essential to success in this course and in your business career.

- Assignments must be turned in by the deadline. **One letter grade will be deducted for each day late. After 48 hours past the deadline, reports and assignments will not be accepted. No reports will be accepted over e-mail unless previously approved by the instructor. All submissions should be in Canvas only.**
- As in your career, there is no extra credit work.
- The Academic Honesty Policy of Xavier University will be strictly enforced.

**Time Commitment Expectations**

*This is a rigorous course which requires an in-depth quantitative and qualitative ability. You should plan to invest about 10-12 hours per week on the course. Do not allow more than two days to lapse in between log-ins. Please check Canvas regularly since this will be my main mode of communication.*

**Technical Requirements**

- Internet connection (DSL, LAN, or cable connection desirable)
- Access to Canvas through a supported Web browser (Internet Explorer, Firefox, Safari). To ensure that you are using a supported browser and have required plug-ins please run the [Check Browser Tool](http://www.xavier.edu/ts/students/Computer-Recommendations.cfm) from the Technology Services Web site.
- Check your computer against Xavier’s suggested minimum computer requirements: [http://www.xavier.edu/ts/students/Computer-Recommendations.cfm](http://www.xavier.edu/ts/students/Computer-Recommendations.cfm)

**Technical Assistance**

If you need technical assistance at any time during the course or to report a problem with Canvas, contact the HELP Desk at (513) 745-HELP/4357 or visit the [HELP Desk Web site](http://www.xavier.edu/ts/students/Computer-Recommendations.cfm), or contact Canvas at 855-778-9967.
Course Structure

Course Schedule: See separate attachment, “BUAD 691: Course-Sessions-Description.

It lists activities and assignments for each module, with specific deadlines, including times assignments are due. Also, it lists when you will have access to the modules. Deadline times are Eastern Standard Time.

Note: The schedule is subject to change in the event of extenuating circumstances. You are expected to check announcements regularly and adhere to the established course deadlines.

Assignments:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Board (3) assignments</td>
<td>12</td>
</tr>
<tr>
<td>Individual Assignment #1-Case Analysis</td>
<td>15</td>
</tr>
<tr>
<td>Individual Assignment #2-Case Analysis</td>
<td>15</td>
</tr>
<tr>
<td>Individual Assignment #3-Case Analysis</td>
<td>20</td>
</tr>
<tr>
<td>Simulation exercise</td>
<td>8</td>
</tr>
<tr>
<td>Team case analyses &amp; presentations</td>
<td>30</td>
</tr>
</tbody>
</table>

(1st case 15 pts.)                                      | 89-91.9% | A-
(2nd case 15 pts.)                                      | 84-88.9% | B+

GRADING SCALE:

80-83.9%  B
71-79.9%  C

TOTAL 100 POINTS

Description of the Assignments (Deliverables)

Discussion Board Assignments- Asynchronous participation; 12% of Grade

You will participate in three online discussion board assignments during the semester, and this is an important part of class participation in Canvas. The first discussion assignment is a “video” assignment, where you will be required to record and submit your introduction video. The remaining two Discussion Board assignments center on course concepts and readings.

Discussions will be prompted by questions/statements inviting you to approach the cases and readings from a specific perspective. You may want to compare the situation in the case to your own industry or work environment plus when appropriate add links to sites
to help better understand the case and the issues in the case (if you add links you **must** provide a brief summary of the site so we understand how it supports your posting. Posting a link without a brief explanation of the link will not earn you any extra points. You must include references to our module readings as well as the issue at hand. The initial discussion forum questions serve as advance organizers to encourage critical thinking and informed participation. These are just to help you get started on your discussion. Each student posts his or her own initial thread by the deadline. In addition to your original post, you should reply to **at least one** of your colleagues. The purpose of this part of the assignment is to raise pertinent issues, expand the discussion, and to stimulate critical thinking regarding your colleagues' issues. You will want to **respectfully** challenge your colleagues' assumptions and predictions. You should visit the Discussion board every few days to keep up with the Discussions. The Discussion Board takes the place of F2F in class discussions and is vital for a successful academic experience. This is a collaborative experience. (Note: Work in the Discussion Board can ‘make or break’ a grade in the course…so BE ATTENTIVE).

**Team Case/ Annual Report Analyses and Presentations**—two synchronous virtual meetings on Zoom; March 2 and April 6, 2017; 30% of Grade

We will read, review and analyze company annual reports and other material loaded on Canvas (for your two team presentations). The class will be divided into 4 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 make **two presentations** to the class over the fifteen-week term, on Zoom. The roles inside the team must rotate for the succeeding presentation. Please refer to Canvas for details since these are virtual meetings where online attendance is mandatory.

**Simulation Exercise- Business Strategy Game; 8% of Grade**

The course involves an in-depth analysis of a state-of-the-art simulation exercise, Business Strategy Game. This is a team-based exercise. The details on how to access this simulation will be explained during the first class session, and are available on Canvas. This simulation requires your active participation throughout the semester and is worth 8% of the final grade. The grade for the simulation will be determined using a combination of your company’s performance and your active participation online, analyzing the nuances of the simulation and strategy concepts, and peer evaluations. Consistent with the real world, note that you will not only be competing with your BUAD 691 section’s teams but also with the teams from my other BUAD 691 section.

**Individual Assignments- Three Individual Case Analyses Reports; 50% of Grade**

There will be three individual case analyses reports during the semester. All three individual assignments involve comprehensive analyses of cases assigned from the
course packet and company annual reports on Canvas. All class members will have the same case for assignments 1 and 3, but you are expected to produce your own thought and work and comply with the Xavier University Honesty Policy. Details are provided on Canvas. The instructions for individual assignment #2, which is a review of the other teams’ presentation and an analysis of their assigned company annual report, are posted on Canvas.

**Criteria for grading individual case reports**

The reports should be clear, concise, well organized, error-free and reflect an understanding and critical assessment of the major issues. Specifically, the reports 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.

**ETS**

The Williams College of Business is an AACSB accredited school. To maintain our accreditation, the college is required to assess student learning as they are nearing the end of their program. The Major Field Test for MBAs (ETS) is one such way to assess student learning. More details will be forthcoming at the beginning of the semester about this test.

**Viewing Grades in Canvas**

*Points you receive for individual reports and Discussion Board assignments will be posted to the Canvas Grade Book. Click on the Grades link in the course menu to view your assignment scores. Grades for team presentations will also be posted on Canvas.*

**Grade Posting Policy**

*In general, you should expect to receive feedback on written and team assignments within one week of submission. Exceptions to this will be noted in the course announcements in Canvas.*

**Assignment Submission**

All assignments for this course will be submitted electronically through Canvas unless otherwise instructed.

**Late Work/Make-Up Work**
Late work is not permitted unless you have a documented medical reason for the delay. Timely participation is critical because of its effect on community in a blended/online course.

Incomplete Policy

*If you do not complete the course for documented medical reasons, you will be awarded an “Incomplete” in the course. You will be required to then complete the course within one month following the end of the semester. There are no exceptions to this rule.*

Course learning outcomes: The learning outcomes for this course appear below:

<table>
<thead>
<tr>
<th>1</th>
<th>Strategic Thinking and Leadership- Design, develop and present comprehensive strategic analysis (integrating all functional areas such as marketing, finance, management, operations, accounting) for a number of companies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Global Perspective- Integrate economic, political, technological, environmental and societal issues into decision making. Design, develop and present a macro environment analysis for companies incorporating the international dimension.</td>
</tr>
<tr>
<td>3</td>
<td>Cultural diversity- Incorporate the concepts of global diversity and inclusiveness in analyses and decision making.</td>
</tr>
<tr>
<td>4</td>
<td>Ethics and Corporate Social Responsibility- Foster an ethical climate in your roles and responsibilities in business and society. Understand implications of FCPA (Foreign Corrupt Practices Act).</td>
</tr>
<tr>
<td>5</td>
<td>Critical thinking- Able to clarify problems, generate and evaluate alternatives using appropriate analytical and quantitative techniques, and draw conclusions. Understand and apply business, corporate strategies, and Value Chain analysis for a number of companies.</td>
</tr>
<tr>
<td>6</td>
<td>Effective written communication- submit comprehensive case reports that are concise, error-free and reflect a thorough understanding of the material.</td>
</tr>
<tr>
<td>7</td>
<td>Effective oral communication- demonstrate proficiency in written and oral communication. In-class presentations that are professionally conducted, are concise, interesting and reflect a thorough understanding of the companies and the environments in which they function. Students will demonstrate effective interpersonal communications skills in a team setting.</td>
</tr>
</tbody>
</table>
Hema A. Krishnan, Ph.D., Bio

Hema has been employed at Xavier since 1993. Since 2004, she has served as chair of the Management & Entrepreneurship department at Xavier University, for five years, and for five years as Associate Dean of the Williams College of Business. She has several years of business experience at the managerial level and was the first woman in India to be appointed to a Sales position in the petroleum industry. She writes (pro bono) for magazines and for leading English daily newspapers in India on the subjects of global strategy and leadership.

Hema has made several keynote speeches and has served as distinguished speaker on the topics of business strategy, strategic leadership, international business and change management in industry and academia on numerous occasions in the U.S. and Europe and in emerging countries such as India and Kenya. She has lived in three continents of the world, Asia, Europe and North America, and has made presentations in four continents. She was the President of the Xavier Chapter of Beta Gamma Sigma society, a scholastic society, during 2003-08, and serves as the AACSB mentor for Mount Kenya University’s business school at Thika, Kenya. She conducts research in the areas of mergers/acquisitions, top management teams and corporate restructuring and has published over 35 articles in premier journals of business. She serves on the editorial board of a number of prestigious business journals. Hema teaches International Management, Strategic Management, Strategic Leadership, and Global Strategic Thinking.