Dr. Richard M. Conboy  
MBAD 6194 Global Strategic Management  
Fall Semester 2013


**Journal Articles:** TBA through Moodle

**Suggested Readings:** Wall Street Journal, The Economist, Fortune, or Bloomberg/Business Week

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**Course Description**  
**MBAD 6194. Management Strategy.** (3) Prerequisite: MBAD 6152 Financial Management, MBAD 6131 Managerial Accounting. Examination of the need to integrate the functional activities of the firm in planning corporate objectives and achieving operating results. A primary focus will be on the understanding of the relationship of the industry and firm to its environment. Emphasis on ability to identify issues and problems of the firm as a whole, to explore alternatives and to make decisions which recognize the interrelationships of the functional specialties within the total organization.

**Objectives**

To view the organization from the top management position.
To apply a process of strategic thinking to solve organizational problems.
To develop skills in strategic analysis.
To increase awareness of ethical implications of decision making.
To develop skills for integrating the functional areas such as management, marketing, finance, and production.
To serve as a capstone course for the various business disciplines taught in the business core.

**MBA Program Learning Goals Addressed**

- To demonstrate the ability to identify and evaluate key global strategic issues.
- To demonstrate the ability to recognize ways in which various functional areas support analysis of the overall organizational strategy.

**Purposes:** The purposes of this course are: (1) to provide an opportunity for MBA students to place themselves in the role of chief executive officer and/or high level executives so as to solve complex problems of major organizations in society; (2) to analyze top corporate policy in
different types of organizations; (3) to develop student's capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage; (4) to build students' skills in conducting strategic analysis in a variety of industries and to provide them with a stronger understanding of the competitive challenges of a global environment; and (5) to make students more conscious of the importance of ethical principles and corporate social responsibility. This course also attempts to encourage each student to continue his or her study of top corporate policies, opportunities, and problems after he or she leaves the program.

**Student Evaluation**

Strategic Management is traditionally taught as a case analysis and discussion course supported by significant out of class reading in the art and science of top-level leadership and management. In addition it is typical for a group of students to engage in the strategic audit of a firm, complete with an analysis of the industry in which the firm operates. Thus these are the themes upon which your evaluation will be conducted. The grade components are as follows:

**Grading:**

- Case analysis and write-ups (2) \(20\%\)
- Individual Student Participation \(20\%\)
- Group Project and presentation \(30\%\)
- Exams (2) \(30\%\)

**Case Analysis and Write-Ups**

We will analyze and discuss a number of cases during the semester. You will be provided questions to guide your analysis for most of the cases. For each case, unless otherwise directed, you should respond to those questions and be prepared to hand in your responses as an assignment. I will select two of those write-ups for grading.

**Participation**

It is important for all students to demonstrate engagement in the learning process. As a seminar course, the success of the course is based upon preparation for class by reading chapters and readings and preparing the case analyses. Your opportunity to demonstrate engagement and preparation is through meaningful participation in class. I believe in the three bears theory of participation. Not too hot, not to cold, but just right. Be careful not to over-participate. I already know you are smart. I need to find out if you are wise. Help the class by participating just right.

Attendance is also a component of the participation grade. No student should expect to get full
credit for participation if more than two seventy-five minute classes are missed. Students missing more than four periods may lose all participation credit at the discretion of the instructor.

**Group Project**

The class will divide itself into groups of roughly three students each. Each group will select a firm for which a strategic issue can be identified. The group will then conduct an environmental and external analysis and an internal analysis of the industry and firm. The group will then propose a strategy for addressing the strategic issue facing the firm. (Strategic Formulation). Finally, the group must consider the issues that must be addressed to carry-out the strategy (Strategic Implementation). The deliverables will be a paper to be used as a reference, a three page executive summary a gradable deliverable, power point slides to be used in a presentation, and the presentation itself.

**Exams**

Two exams will cover material from the text, readings, class discussions and cases. The exams will contain several different types of questions including multiple choice, essay and short answer. Material for the exams may come from any material included as part of the class including reading material, cases, lectures and class discussion.

**Use of Electronics in Class**

The use of cell phones, beepers, or other communication devices during class is inappropriate and should not be used. Please check your mail and messages before and after class.

Students are permitted to use computers during class for note-taking and class reference ONLY. Resist the temptation to use your computer for surfing or checking your mail.

**Leaving the Classroom**

Students getting up and leaving the class during lectures and discussion has become an increasing problem in recent years. I request, that unless you have an emergency that you not leave the classroom during the class. If you anticipate having to leave class early, please let me know before class begins.

**The UNCC Code of Student Academic Integrity:**

Students are reminded of the code of academic integrity stated in the college catalog and are expected to follow it. It reads as follows:
The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that Code as violating those standards:

A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids, or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in any academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work or another as one's own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging is when the ideas, information, etc. is common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Class Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>August 19</td>
<td>Course Introduction</td>
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<tr>
<td></td>
<td>Systems View of Strategy</td>
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<tr>
<td></td>
<td>What is Strategy?</td>
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<tr>
<td>August 21:</td>
<td>Understanding the Strategic Management Process</td>
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** In addition to the assignments below, a number of journal articles will be assigned via moodle.
Analysis, Formulation, Implementation
Chapters 1

August 26  Mission and Vision
Chapter 2
Case: Robin Hood

ANALYSIS

August 28  External Industry Analysis
Environmental Analysis
Understanding Industry Structure
Five Forces Analysis
Chapter 3

September 2  Labor Day, No class

September 4  Industry Structure and Strategic Groups
Group Formation

September 9  Cases (2): Movie Industry, A and B

September 11  Competitive Advantage

September 16  Internal Analysis
Resource Based View of the Firm
Chapter 4

September 18  Case: Rogers Chocolates

September 23  Group Case Meetings
Better World Books

September 25  Panel Discussion of Better World Books
Sustaining Competitive Advantage
Balanced Scorecard
Chapter 5

STRATEGY FORMULATION

September 30  Business Level Strategy
Cost leadership as a strategy

October 2  Differentiation as a strategy
October 7  
Fall Break, No classes

October 10:  
Putting it together: Integration

October 14:  
Case: JetBlue Airways

October 16  
Innovation as a Strategy  
Chapter 7

October 21  
Case: Tesla Motors (A)

October 23  
Exam 1

October 28:  
Corporate Strategy  
Increasing Scope: Vertical Integration and Diversification  
Chapter 8

October 30  
Corporate Strategy  
Building through addition: Mergers, Acquisitions, Cooperation  
Mergers, Acquisitions, and Joint Ventures  
Chapter 9

November 4  
Case: Healthymagination at GE

November 6:  
Global Strategies  
Chapter 10

November 11  
Case: CEMEX: The Southdown Offer

STRATEGY IMPLEMENTATION

November 13  
Organizing to carry out your strategy  
Chapter 11

November 18  
Corporate Governance and Ethics  
Chapter 12  
Case: Corporate Governance in three Economies

November 20  
Group Presentations (2)

November 25:  
Group Preparation

December 2  
Group Presentations (3)

December 4:  
Group Presentations (2)
**********This schedule is much like a strategic plan. There may be a difference between the planned the emergent schedule. The instructor reserves the right to alter the above syllabus after giving notice.