Dr. Richard M. Conboy  
MBAD 6194 Global Strategic Management  
Spring Semester, 2014


**Journal Articles:** A number of journal articles are assigned as required reading. They may be found online in the Atkins Library database, “Business Source Complete.” (EBSCO)

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

**Office:** 344B Friday, Belk College of Business, Department of Management, University of North Carolina Charlotte  
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**Hours:** 4:30-5:15 Tuesday, Seventh Floor CCB Faculty Offices

**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 20%
  - (10% Group Grade)
  - (10% Peer Evaluation)
- Group Project Presentation 10%
- Exam (1) 25%
- Current Event Presentation 5%

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 too 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 classes are missed. Students missing more than three periods may lose all participation credit at the discretion of the instructor.

**Group Project and Presentation**

I will divide the class into groups of roughly four 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. (Strategic Analysis). 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 (up to 20 pages, single spaced, 12 pt. font plus exhibits), a three page executive summary with references to the paper, PowerPoint slides to be used in a presentation, and a presentation. The presentation may last up to 20 minutes and there will be a 10 minute Q & A period.

**Group Current Event**

Each Group will identify and research a current event that builds upon or is related to the class topic areas of strategic analysis, strategic formulation, or strategic implementation. It might be related to text material, class discussion, an article or case that we have covered. Typically the event will be significant enough to be covered in the business press my multiple periodicals and news organizations. The Economist, WSJ, Bloomberg/Business Week, CNN, NPR and others all might be sources. Each group will present a description and then an analysis of the news event in a clear and concise manner both in a written report and in-class presentation. Groups may sign up for a class date for presentations. Only one or two presentations will be conducted per class period.

**Final Exam**

A final exam will cover material from the text, readings, class discussions and cases. The exam 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. The exam will take place on April 8.

**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.

Diversity

*The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.*
## Class Schedule

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| January 14 | Course Introduction  
Systems View of Strategy  
What is Strategy?  
Understanding the Strategic Management Process  
Analysis, Formulation, Implementation  
Chapters 1 |
| January 21 | Mission and Vision  
Chapter 2  
Case: Robin Hood |

### STRATEGIC ANALYSIS

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| January 28 | External Industry Analysis  
Environmental Analysis  
Understanding Industry Structure  
Five Forces Analysis  
Chapter 3  
| February 4 | Industry Structure and Strategic Groups  
Group Formation  
Cases (2): Movie Industry, A and B  
Competitive Advantage |
| February 11 | Internal Analysis  
Resource Based View of the Firm  
Chapter 4 |
February 18: Case Analysis Rogers Chocolates
Sustaining Competitive Advantage
Chapter 5

STRATEGIC FORMULATION

February 25 Business Level Strategy
Cost leadership as a strategy
Differentiation as a strategy
Chapter 6
Article: “Singapore Airlines Balancing Act”
Case: JetBlue Airways

March 4 Spring Break, No classes

March 11 Innovation as a Strategy
Chapter 7
Case: Tesla Motors (A)
Article: “Connect and Develop: Inside Proctor & Gamble’s New Model for Innovation”, by Huston and Sakkab, HBR March 2006

March 18 Corporate Strategies
Increasing Scope: Vertical Integration and Diversification
Chapter 8
Case: Healthymagination at GE I

March 25 Building through addition: Mergers, Acquisitions, Cooperation
Mergers, Acquisitions, and Joint Ventures
Chapter 9

April 1 Global Strategies
Chapter 10
Case: CEMEX: The Southdown Offer
April 8  Exam

April 15:  STRATEGY IMPLEMENTATION

Organizing to Carry out Your Strategy
Chapter 11
Article: “Evolution and Revolution as Organizations Grow”
Corporate Governance and Ethics
Chapter 12
Case: Corporate Governance in three Economies

April 22  Group Presentations
April 29  Group Presentations
May 6:  Group Presentations

**********This schedule is much like a strategic plan. There may be a difference between the planned and the emergent schedule. The instructor reserves the right to alter the above syllabus after giving notice.