



MGMT 681- Global Strategy

**SYLLABUS**

Professor:  
 Phone:  
 E-mail:  
 Office hours:  
 Class meets:  
 Required Texts:

**Friends University Mission**

**Friends University, a Christian University of Quaker heritage, equips students to honor God and serve others by integrating their intellectual, spiritual and professional lives.**

**Course Description**

This course explores the strategic planning process with emphasis given to the unique role played by leaders at various levels within an organization. It examines the importance of matching organizational strengths with domestic and global opportunities. The course also addresses specific topics, including the central role of the organization’s purpose in formulating effective strategies, the identification, development, and leveraging of core competencies, the increased use of strategic alliances, globalization, plus the organization’s ability to develop and sustain a competitive advantage. Three (3) credit hours/8 weeks.

**Course Assessment Basis:** Outcomes will be measured by the following criteria:

- Active Forum / Class participation
- Completion of assigned text readings
- Case study analysis as assigned
- Reflection mini papers (weeks 2 and 6)
- Course Reflection paper (Prep for Capstone Portfolio)

**Final Grade Composition:**

	Activities	Points	Total
Total 100% points	Participation in virtual class discussions (Forums)	7 @ 30 pts each	210
	Case Study analysis	18 @ 30 pts each	540
	Reflection papers (weeks 2 and 6)	2 @ 40 pts each	80
	Course Reflection (week 8) Prep for capstone Portfolio	1@90 pts	90

### **Grades**

Letter grades are determined by the following scale:

A	100%-90%
B	89% - 79%
C	78% - 68%
F	< 68%

### **The Course Reflection Paper requirements**

1. Ten (10) artifacts: (1) summary of case studies, (2) analysis, and (3) reflection on how learning new concepts contributed to your academic and professional growth.
2. Explanation and examples of how participating in Forums helped you to enrich your opinions (3 as a minimum)
3. Elaboration on how the course contributed to your academic and professional growth.

Understanding reflection [http://www.uvm.edu/~dewey/reflection\\_manual/understanding.html](http://www.uvm.edu/~dewey/reflection_manual/understanding.html) The Reflection Paper is 8-10 pages long. It should adhere to the APA style and format.

### **Weeks 2 and 6 Reflection papers**

1. Four (4) artifacts: (1) summary of case studies, (2) analysis, and (3) reflection on how learning new concepts contributed to your academic and professional growth.
2. Explanation and examples of how participating in Forums helped you to enrich your own point of view

### **Case Study analysis**

- The answers should be backed up by the facts from the case study and/or a corresponding chapter.
- Each answer should be informative and not less than 150 words.
- The deadline for submitting is midnight on Sunday of a current week. Late submission will be graded with 20% penalty.
- The assignments should be saved and submitted in MS Word format.
- Grading rubric is based on the above requirements

### **Forums**

This course includes seven (7) group discussions based on the topics covered during weeks 1-7.

- Your first post is due by midnight on Wednesday of a current week. The first post is your own answer to the question or problem posted on Monday of a current week. The length of your first post is about 120 words.
- Your responses/comment to other student' posts are about 80-100 words and are due by midnight on Sunday of a current week. Please avoid using phrases like "Great post; You did a wonderful job" and others that have a judgmental character.
- Netiquette rules must be followed.

### **Course Policies:**

#### *Class Participation*

- Students' weekly participation in Forum discussions is required. Participation in Forums requires preparation – it is our virtual classroom. Active participation in class discussions is vital to the learning process, and students can only accomplish this if you have read the assigned materials.

- If you find it necessary to take a week off, please contact the professor by e-mail, text or voice mail and leave a message to this effect. All work must be submitted using an appropriate computer application. Hand-written or hand-drawn work will not be accepted for grading.
- Forums are time-sensitive and close on the last day of current week. Late submissions of case study analysis and other assignments will be accepted but 20% penalty may be applied.
- All written assignments should be written in mS Word format and submitted by deadline for a full grade.
- The instructor reserves the right to assess a partial credit for assignments that do not meet the criteria specified for that assignment.

**Weekly Schedule (Please see explanations of assignments on the Moodle)**

<b>Weeks</b>	<b>Assignments</b>	<b>Due by</b>
WEEK ONE	Reading: chapters 1 and 2	
	Discussion Forum 1: What is Global Strategy?	
	Case study analysis: 1.1, 1.2, 2.1, 2.3	
WEEK 2	Reading: chapters 3 and 4	
	Discussion Forum 2: Is <i>guanxi</i> is a unique Chinese-only phenomenon embedded in Chinese culture?	
	Case study analysis: 3.3, 4.1	
WEEK 3	Reading: chapters 5 and 6	
	Discussion Forum 3: Which one of these is the best strategy for entrepreneurial SMEs?	
	Case study analysis: 5.2, 5.3, 6.1	
WEEK 4	Reading: chapters 7 and 8	
	Discussion Forum 4: Failure rate of strategic alliances	
	Case study analysis: 7.1, 7.2, 8.2	
WEEK 5	Reading: chapters 9 and 10	
	Discussion Forum 5: Is the interest in conglomeration likely to hold or decrease in emerging economies over time? Why?	
	Case study analysis 9.1, 10.1, 10.2	
WEEK 6	Reading: chapter 11	
	Discussion Forum 6: Ownership and control	
	Case study analysis 11.1	
WEEK 7	Reading: chapter 12	
	Discussion Forum 7: Between the two opposing views (CSR does not create value versus CSR can create value), which view do you support? Why?	
	Case study analysis 12.1; 12.2	
WEEK 8	Course final reflection paper – prep for the Capstone Portfolio	

## Academic Honesty and Honor Code

Friends University, an educational community that has existed for more than 100 years, is committed to the principles of honesty, fairness and respect for others. The University recognizes the need to foster a trusting environment to enable the pursuit of knowledge. To that end, the University has developed an Academic Honor Code Policy, and Faculty must include the Academic Honor Code Policy, Academic Integrity Process, and the Definitions of Academic Dishonesty in each syllabus distributed to students of the University. In addition, faculty should review this information with the students at the beginning of each term/semester. Students, faculty, staff and administrators must uphold high academic and ethical standards.

The Academic Honor Code Policy is printed each year in the University catalog of courses:  
<http://www.friends.edu/academics/catalog-and-course-schedules>

### Examples of Academic Dishonesty/Definitions:

**Cheating:** This includes, but is not limited to, unauthorized use of books, library materials, notes, study aids or information on an examination or quiz; b) altering a graded work after it has been returned, then submitting the work for re-grading; c) using another person's work and submitting that work as your own; d) submitting identical or similar papers for credit in more than one course without prior permission from the course instructor.

**Plagiarism:** Defined as the use of another's written work without proper citation, including borrowing of an idea or phrase or para-phrasing of material without proper citation; b) use of another student's work in any form; c) the purchase and/or use of a paper or assignment written by someone other than the student.

**Fabrication:** Falsifying, inventing, forging or altering any information, data, citation or academic record; b) presenting data that were not gathered in accordance with standard guidelines defining the appropriate methods for collecting or generating data and failing to include an accurate account of the method by which the data were gathered or collected.

**Obtaining an Unfair Advantage:** Obtaining or giving assistance to another person during an examination/quiz unless collaboration is permitted; b) obtaining, attempting to obtain or use of obtained copies of non-circulated examinations or questions; stealing, destroying, defacing or concealing library materials with the purpose of depriving others of their use; c) intentionally interfering with another student's academic work; d) unauthorized use of any electronic devices or otherwise undertaking activity with the purpose of creating or obtaining an unfair academic advantage over other students' academic work.

**Aiding and Abetting Academic Dishonesty:** Providing material, information, or other assistance to another person with knowledge that such aid could be used in any of the violations stated above, or b) providing false information to a University official conducting an inquiry regarding academic integrity.

**Falsification of Records and Official Documents:** Altering documents affecting academic records; b) forging signatures of authorization or falsifying information on an official academic document including but not limited to a grade report, letter of permission, petition, drop/add form, ID card, or any other official University document.

**Unauthorized Access:** Gaining unauthorized access to University computerized academic or administrative records or systems; b) viewing or altering computer records; c) modifying computer programs or systems; d) releasing or dispensing information gained via unauthorized access; e) or interfering with the use or availability of computer systems or information.

### Academic Integrity Process

When a professor/instructor determines a violation of the honor code has occurred, s/he takes the following actions:

- 1) Complete Section One of the Academic Integrity Incident Report Form.
- 2) Notify the Division Chair (CBASE)/Program Director (CAPS/Graduate School) of incident by sending a copy of the completed Academic Integrity Incident Report Form, Section One.
- 3) Division Chair/Program Director will contact the Office of the University Registrar to check for prior academic honor code violations.
  - a. No prior documented violations:
    - i. Professor/instructor meets with the student to discuss the problem.
    - ii. Student can admit the violation and accept sanction determined by professor/instructor.
    - iii. If student accepts sanction, professor/instructor and student sign Section Two of the Academic Integrity Incident Form and forward form to the Office of the University Registrar with supporting documentation.

- iv. If student does not accept sanction, Section Two of the Academic Integrity Incident Form is completed, signed and the matter is referred to the Division Chair/Program Director for resolution.
  - v. If the matter is not resolved with the Division Chair/Program Director; Section Three of the Academic Integrity Incident Form is completed, signed and the matter is referred to the Dean of the College who reviews the case and refers the matter with comment to the Academic Integrity Board for resolution.
- b. Prior documented violations:
- i. All second time (or greater) offenses are referred directly to the Academic Integrity Board.
  - ii. The Board conducts a hearing and adjudicates the matter.
- 4) All completed Academic Integrity Incident Forms, supporting documentation, hearing documentation and materials are retained by the Office of the University Registrar. Record documentation is appended to educational records (as defined by FERPA) as deemed necessary and appropriate.

### **Hearing Procedures:**

The Chair of the Academic Integrity Board or designee will serve as the Hearing Officer. Hearings will be open to only those persons who are part of the proceedings and/or invited by the Board as warranted. Students involved in a hearing must keep all information from the hearing confidential. The Board shall be responsible for rendering a decision of responsible or not responsible for the alleged academic integrity violation.

The Hearing Officer shall be responsible for communicating the Board's determination to all involved parties. The accused student shall receive written notification within 10 business days of the Board's determination and any sanctions imposed. The decision will also be communicated to the course instructor and student's advisor/success coach.

### **Sanctions:**

The following sanctions, or combination thereof, may be imposed by the Academic Integrity Board.

- **Academic Integrity Warning:** This sanction constitutes a written notice to the student that their conduct is in violation of the Academic Honor Code and such violations are not condoned by the University. This notice will become a part of the student's educational record as defined by FERPA.
- **Academic Integrity Restriction:** This sanction is given for those violations in which the infraction has caused serious concerns regarding the student's ability to be academically successful. In this case, the Board may uphold the professor/instructor's original resolution regarding the matter.
- **Academic Integrity Probation:** This sanction is one that places the student in serious academic jeopardy with the University. Further academic integrity violations may result in academic dismissal.
- **Academic Integrity Notation:** This sanction is one that places an official notation in a student's educational record (as defined by FERPA) and includes an academic integrity violation notation on the student's official institutional transcript.
- **Academic Integrity Suspension:** This sanction is one of involuntary separation of the student from the University for a set period of time. Students shall be withdrawn from classes, will not receive letter grades and/or refunds of money, which would be appropriate if they were voluntarily withdrawing from the institution. Permission to apply for re-admission may be granted with or without stipulations.
- **Academic Integrity Dismissal:** This sanction is one of permanent separation of the student from the University. Students dismissed for academic integrity reasons will not be granted the privilege of re-admittance to Friends University.
- **Additional Stipulations:** It is the prerogative of the Academic Integrity Board to add stipulations to any sanction. Examples include but are not limited to; academic support services, limitation of registration, counseling, limitation of academic or co-curricular privileges, community service, educational projects or programs, course retakes, or letters or apology.

### **Appeal Procedures:**

The accused student may appeal the Academic Integrity Board's determination. The appeal must be made in writing within 30 calendar days to the Vice President of Academic Affairs. The Vice President, in consultation with the President, will respond for the University. The appeal decision is final.

## **Friends University Policies**

### ADA Student Services [http://catalog.friends.edu/content.php?catoid=4&navoid=172#disa\\_serv](http://catalog.friends.edu/content.php?catoid=4&navoid=172#disa_serv)

Students with documented disabilities who may need academic services for this course are required to register with the ADA coordinator of Friends University at 316-295-5779 or 800-794-6945 or email at [ada@friends.edu](mailto:ada@friends.edu). Refer to the Friends University Catalog at [www.friends.edu/catalog](http://www.friends.edu/catalog) for more information on ADA Student Services.

### Student Conduct

All Friends University students are responsible for understanding and abiding by the Friends University Student Conduct Code on <http://catalog.friends.edu/content.php?catoid=8&navoid=334>.

### Life Standards Policy

This policy is outlined in the Friends University Catalog at [www.friends.edu/catalog](http://www.friends.edu/catalog). Students violating these codes will be referred to the Vice-President of Student Affairs Office in Wichita, Kansas for possible disciplinary action.

### Learning Activities

Activities will be geared towards cultivating a global perspective and incorporating and professional understanding of the interconnectedness and interdependence of international business. Examples of these activities include problem solving activities, group discussions, individual evaluation and reflection, presentations and lecture. Students will be asked to reflectively analyze learning experiences both in writing and orally.

Between class sessions, students are expected to read assigned materials and complete all assigned activities. This class requires attention to global affairs, current events and recognition of impacts of globalization on local communities. Group projects and presentations will require students to communicate outside of class.

### Communication Etiquette

Friends University supports a positive and enjoyable learning experience for both instructors and students. The expectation is that online, in-class, telephone, and email communication will be respectful. If an individual engages in disruptive behavior in either a classroom or online setting, the instructor has the authority to set expectations of reasonable and appropriate behavior and involve the Program Director when deemed necessary.

### Deadlines for Assignments

All assignments are required to be submitted on the date established by the instructor. A final project will be submitted the last week of class. Points awarded to assignments cannot be made up. Deadlines also apply to online participation. In the case of a personal family or health emergency occurs, students should communicate this information to the instructor as soon as possible.

### Attendance and Participation Policy

It is the policy of the Business Management program students will lose points during weeks that they do not actively engage in weekly activities, discussions, and projects. Students who delay joining online activities until the very end of the week may also lose points. Points awarded for participation or contributions to discussion boards cannot be made up. Participation includes active involvement with classmates in small group discussion and team activities.

Due to the accelerated nature of this program, absences are strongly discouraged. All absences are recorded and submitted to the Registrar's Office. In an online course, a student is "absent" when he or she has not participated within the Moodle course shell.