

BU 469 - Strategic Management

Chaminade University of Honolulu, Room 107, Henry Hall

August 31 through December 9, 1999

Instructor: *Dr. S. Vincent Shin*, MA, MBA, ED.D

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Time: Tuesday, Thursday (12:30 PM to 1:50 PM hours), except holidays.

Text: Fred R. David, *Strategic Management. Concepts and Cases*, 7th Ed.,
Prentice-Hall, 1999.

I. Course Description:

Business Policy course encompasses the whole strategic management cycle--from defining the business, to strategy formulation, to implementation and execution, evaluating results, to reformulation and fine tuning of the organization plan. Each student will participate in analyzing, refuting and cross-examining the "real cases" involving business issues and challenges.

II. Course Objective:

This capstone course is designed to bring together the theories, knowledge, skills, abilities, and practicum. This course intends to draw heavily on real world environment in an effort to prepare graduating students into the world of work and business as practicing managers and managerial trainees. It will look at the task of managing through strategic eyes and thinking, and utilizing the tools and techniques of strategic analysis as they affect both strategy formulation and implementation. This course will also integrate the various functional business disciplines of marketing, production, operations, finance, human resources, information systems etc., as the students enhance their analytical and research skills upon managers. The overriding pedagogical objective is to sharpen students' abilities to think strategically and diagnose situations from a strategic perspective.

III. Major Assignments:

1. Case Analysis: Case will be analyzed by the Management Analysis Teams (MAT). Preparation of cases should follow the guidelines presented in the text. There will be a three element format to case presentations by the respective Management Analysis Team:

a. **Presenters:** The presenting team will be allowed 20-25 minutes to present its analysis of the case. Each team member will analyze a functional area of the case and make his/her oral presentation. The case will be presented as a unified team effort.

b. **Refuters:** The refuting team will play "devil's advocate." The refuting team will be given a few minutes to caucus and then must argue against the position of the presenting team. This is a very difficult task as the refuting team will not have advanced information about the presenting team's analysis. Obviously, complete knowledge of the case will be necessary.

c. **Cross-Examiners:** The remaining Management Analysis Teams will be given an opportunity to participate and question the case analysis and refutation. Cross-examining teams will be free to question all positions and may even offer alternatives to the analyses; therefore, full knowledge of the case will be necessary.

Case Presentation Format: The presenting team will be given 20-25 minutes to present the case. The refuting team will be given a few minutes to caucus and then allowed approximately 10 minutes to argue against the presenting team. The presenting team will then be given 10 minutes to defend or conclude with reevaluation on their original position. The cross-examining teams will then be allowed to enter the arena and participate.

Evaluation: The instructor will evaluate all of the Management Analysis Teams and the individuals within each team. Per evaluation will be taken into account. All teams are expected to be completely familiar with all cases. An individual's grade can be enhanced by full team competence.

Written Report: The presenting team of the case will submit an analysis paper developed as a team report. Each team member will contribute to the report with a two-page paper addressing her/his particular functional area of responsibility. The report will be typed, single spaced, and will have a cover page identifying the case and listing the respective team members and his/her specific functional area. The written report will be due at the time of the team presentation.

Refuting Team and Cross-Examining teams are not required to submit a written report on the cases. It is recommended, however, that the refuting team and cross-examining teams develop their own report as part of the analysis process.

2. **Term Project:** Each Management Analysis Team will conduct an analysis of a local company. This will provide an opportunity to bring the "real world" into the classroom. This project will probably be the most rewarding, profitable, and exciting part of the Strategic Management course as it will offer students an opportunity to compare management theories with the practical application out in the world of business.

Each Management Analysis Team will visit a local private (for-profit) company large enough to have at least two levels of management, but small enough to be analyzed thoroughly. The company chosen will be discussed with and approved by the instructor by the fourth week of the semester.

Each team will make an oral presentation of 20 minutes discussing its term project and the company visited. The presenting team will also discuss the salient elements of its research and analyses. Visual aids should be utilized during presentation. The refuting team and cross examining teams will have participative responsibilities similar to those utilized in the case study method.

Each presenting team will submit a written report on its term project. The report will be due at the time of the presentation. The report will contain a minimum of 4 pages from each team member on her/his functional area of responsibility. The report will be typed, single spaced, and will have a cover page identifying the company analyzed and listing the respective team members and his/her specific functional area.

3. **Vignettes:** Each student will present two vignettes (5 - 8 minutes) summarizing the salient points of a current article on a strategic management topic. (1 page paper each of summary handed in prior to presentation.)

4. **Assessment Program:** The purpose of this assessment program is to assess your overall business knowledge and skills prior to graduation. A case-study will be distributed to you between mid-term and final examinations. The case will not be graded, nor will the results of the analysis affect your grade or GPA. You will have one week to complete the case. The business faculty will use the results to assess and improve, if necessary, the business program at Chaminade University. Mahalo for your support and for helping us provide continuous improvement in our business offerings.

IV. Grades:

Mid Term	25 Points	A: 93-100
Final Examination	25 Points	B: 85-92
MAT Term Project	25 Points	C: 77-84
Case Analysis/Participation/quizzes	25 Points	D: 70-76
	100 Points	F: Below 70

Notes:

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COURSE OUTLINE

Tue	Aug 31:	Introduction.	Overview of course objectives. Discuss course syllabus. Explanation of grading system. Assign Management Analysis Team (MATs). Discuss term project, "Assessment," and guide to case analysis.
Thr	Sept 2:	Chapt 1	The Nature of Strategic Management.
Tue	Sept 7:	Chapt 2	Strategy in Action .
Thr	Sept 9:	Chapt 3	The Business Mission.
Tue	Sept 14:	CASE:	Wal-Mart Stores, Inc.-1998. (p. 24)
		Presenter:	MAT A, Refuter: MAT D
Thr	Sept 16:	Chapt 4	The External Assessment.
Tue	Sept 21:	CASE:	Circus-Circus Enterprises , Inc-1998 (p.60)
		Presenter:	MAT B, Refuter: MAT E
Thr	Sept 23:	Chapt 5	The Internal Assessment.
Tue	Sept 28:	CASE:	Banc One Corporation-1998. (p.93)
		Presenter:	MAT C Refuter: MAT A
Thr	Sept 30:	CASE:	Carnival Corporation-1998. (p.186)
		Presenter:	MAT D Refuter: MAT B
Tue	Oct 5:	Chapt 6	Strategy Analysis and Choice.
Thr	Oct 7:	Vignettes.	
Tue	Oct 12:	Exam Review/Video/Guest Speaker	
Thr	Oct 14:	****Mid-Term Examination**'	
Tue	Oct 19:	Chapt 7	Implementing Strategies: Management Issues.
Thr	Oct 21:	CASE:	Harley-Davidson, Inc.-1998. (p.266)
		Presenter:	MAT E, Refuter: MAT C
Tue	Oct 26:	CASE:	Boeing-1998. (p.405)
		Presenter:	MAT D, Refuter: MAT A
Thr	Oct 28:	Chapt 8	Implementing Strategies: Marketing, Finance/Accounting, R&D , and CIS Issues.
Tue	Nov 2:	CASE:	Apple Computer, Inc.--1998. (p. 424)
		Presenter:	MAT E, Refuter: MAT B
Thr	Nov 4:	Chapt 9	Strategy Review, Evaluation, and Control.

Tue	Nov 9:	CASE:	America Online, Inc.-1998. (p.434)	
		Presenter:	MAT A,	Refuter: MAT C
Thr	Nov 11:	CASE:	Biomet, Inc.-1998. (p.466)	
		Presenter:	MAT B,	Refuter: MAT D
Tue	Nov 16:	Chapt 10	International Strategic Management.	
Thr	Nov 18:	Vignettes.		
Tue	Nov 23:	CASE:	Nike , Inc. -1998. (p.497)	
		Presenter:	MAT C	Refuter: MAT E
		Discussion for Project Review.		
Thr	Nov 25:	Thanksgiving Holiday!		
Tue	Nov 30:	Term Project:	Presenter: MAT A	Refuter: MAT B
		Term Project:	Presenter: MAT B	Refuter: MAT C
Thr	Dec 2:	Term Project:	Presenter: MAT C	Refuter: MAT D
		Term Project:	Presenter: MAT D	Refuter: MAT E
Tue	Dec 7:	Term Project:	Presenter: MAT E	Refuter: MAT A
Thr	Dec 9:	Make-Ups	Review for Exam	
Tue	Dec 14:	****Final Examination ****		

CASE STUDY METHOD

By this time in your Business program you should be very familiar with the case study method. There is no ironclad procedure for conducting a strategic management analysis. Essentially, you want to identify all the pertinent issues that management needs to address; perform whatever analysis and evaluation is appropriate; and, propose a set of recommendations addressing the issues you have identified.

CASE ANALYSIS: The essence of the MAT members' role in case analysis is to diagnose and size-up the situation described in the case and then recommend the actions that need to be taken. The team **members will** assume the positions of senior executives while analyzing the functional elements of the case. The cases are designed to set forth, in a factual manner, the events and organizational circumstances surrounding the general management situations.

The case approach to strategic analysis is an exercise in learning by doing; it offers a viable substitute for actual "real world" on-the-job experience by

- a. Bringing the MAT into close contact with a variety of strategic situations and problems.
- b. Forcing the MAT to assume managerial roles, as opposed to Just being onlookers.
- c. Providing the MAT an opportunity to apply the skills, tools and techniques of strategic management.
- d. Requiring the MAT to present pragmatic recommendations for managerial action plans to deal with the issues at hand.

The case study method is designed to enhance the MAT skills in sizing up situations and developing managerial judgment about what needs to be done and how to do it -- drawing upon the vast reservoir of knowledge and experience previously gained in the MBA courses leading up to this capstone course.

CASE STUDY PRESENTATION:

The first MAT presenter should introduce the MAT members and their respective area of responsibility. Then set the stage by giving an historical background of the case and provide an overview of current information and updated data about the organization.

Each ensuing MAT presenter should cover his/her functional area of the case analysis. The analysis will be based on case content as well as currently researched information about the organization.

Professional coordination among all MAT members is imperative to ensure that the overall team presentation flows smoothly, fits properly, and eliminates duplicative and overlapping information. In other words, team members must work together as a single strategic unit.

A word of caution -- Working together takes time, talent and effort. If one team member fails to pull his/her load, it will impact upon the entire team! !

Finally, one team member (possibly the person who introduced the case) should summarize and wrap-up the case analysis. This wrap-up can take on a variety of formats; however, it should include HAT recommendations that, from the viewpoint of senior strategic managers, should improve the competitive positions and viability of the organization. A SWOT analysis may be a helpful tool at this point.

MAT CASE WRITTEN REPORT: Each MAT member will submit his/her section within the overall compiled written report. Each section will clearly identify the author. A "advanced level" quality report is expected.

SWOT ANALYSIS

I think it was Shell Oil Company that first coined the acronym SWOT to identify the elements covered in the analysis and diagnostic phase of their Strategic Management process.

A SWOT analysis consists of sizing-up an organization's internal STRENGTHS AND WEAKNESSES and its external OPPORTUNITIES AND THREATS. It is an easy-to-use tool to get a quick OVERVIEW of an organization's strategic situation and position

In essence, the SWOT concept should produce a strong M between the organization's internal capability, and its external situation.

Once the SWOT analysis has been completed, managers should be able to answer these STRATEGY-MAKING questions:

- 1. What are the internal STRENGTHS we have to build our strategy around? Are we taking full advantage of these strengths -- particularly if our rivals have weaknesses in these areas?????**
- 2. What WEAKNESSES do we have that make us vulnerable.! What can we do to correct them? Do our competitors have weaknesses in these areas, also?**
- 3. Are we ready to take advantage of OPPORTUNITIES if and when they come along? Do we really know what our skills, abilities, resources, etc. are?**
- 4. What THREATS should management be worried most about, and what strategic moves does management need to consider in formulating a good defense against these threats?**