

BU 469 Strategic Management

Chaminade University of Honolulu
Room 107, Henry Hall, Honolulu, Hawaii

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Classroom: Room 107, Henry Hall, Honolulu, Hawaii

Date: August 28, 2000 through December 14, 2000

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

Office Hours: By appointment: Tel & Fax (808) 377-3650, E-Mail: vshin@aol.com

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:

Strategic Management 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* **ing through** **egic 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** (pp.xix-xxvii). 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. **Peer 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	20 Points	C: 77-84
Case Analysis (2)	20 Points	D: 70-76
Quiz/Participation	10 Points	F: Below 70
	100 Points	

Notes:

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COURSE OUTLINE

Tue	Aug 29:	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	Aug 31:	Chapt 1	The Nature of Strategic Management.
Tue	Sept 5:	Chapt 2	Strategy in Action.
Thr	Sept 7:	Chapt 3	The Business Mission
Tue	Sept 12:	CASE:	Wal-Mart Stores, Inc.-1998. (p. 24)
		Presenter:	MAT A, Refuter: MAT D
Thr	Sept 14:	Chapt 4	The External Assessment.
Tue	Sept 19:	CASE:	Circus-Circus Enterprises, Inc.—1998 (p.60)
		Presenter:	MAT B, Refuter: MAT E
Thr	Sept 21:	Chapt 5	The Internal Assessment .
Tue	Sept 26:	CASE:	Banc One Corporation-1998. (p.93)
		Presenter:	MAT C Refuter: MAT A
Thr	Sept 28:	CASE:	Carnival Corporation-1998. (p.186)
		Presenter:	MAT D Refuter: MAT B
Tue	Oct 3:	Chapt 6	Strategy Analysis and Choice.
Thr	Oct 5:	Vignettes.	
Tue	Oct 14:	Exam Review/Video/Guest Speaker	
Thr	Oct 12:	* * * * Mid-Term Examination* * *	
Tue	Oct 17:	Chapt 7	Implementing Strategies: Management Issues.
Thr	Oct 19:	CASE:	Harley-Davidson, Inc.-1998. (p.266)
		Presenter:	MAT E, Refuter: MAT C
Tue	Oct 24:	CASE:	Boeing-1998. (p.445)
		Presenter:	MAT D, Refuter: MAT A
Thr	Oct 26:	Chapt 8	Implementing Strategies: Marketing, Finance/Accounting, R&D , and CIS Issues.
Tue	Oct 31:	CASE:	Apple Computer, Inc.--1998. (p. 424)
		Presenter:	MAT E, Refuter: MAT B
Thr	Nov 2:	Chapt 9	Strategy Review, Evaluation, and Control.

Tue	Nov - 7:	CASE:	America Online, Inc.—1998. (p.434)	Election Day!
		Presenter:	MAT A,	Refuter: MAT C
Thr	Nov 9:	CASE:	Biomet, Inc.—1998. (p.466)	
		Presenter:	MAT B,	Refuter: MAT D
Tue	Nov 14:	Chapt 10	International Strategic Management.	
Thr	Nov 16:	Vignettes.		
Tue	Nov 21:	CASE:	Nike, Inc.-1998. (p.497)	
		Presenter:	MAT C	Refuter: MAT E
		Discussion for Project Review.		
Thr	Nov 23:	Thanksgiving Holiday! Happy Thanksgiving!! :-)		
Tue	Nov 28:	Term Project:	Presenter: MAT A	Refuter: MAT B
Thr	Nov 30:	Term Project:	Presenter: MAT B	Refuter: MAT C
Tue	Dec 5:	Term Project:	Presenter: MAT C	Refuter: MAT D
		Term Project:	Presenter: MAT D	Refuter: MAT E
Thr	Dec 7:	Term Project:	Presenter: MAT E	Refuter: MAT A
		Make-Ups	Review for Exam	
Tue	Dec 12:	****Final Examination****		