

**BU 469 - Strategic Management**  
**Chaminade University of Honolulu**  
**Fort Shafter-Bldg. 320, Honolulu, Hawaii**

**Term Dates: October 2, 2000 through December 15, 2000.**

**Class Times: Fridays-5:30 PM to 9:40 PM, except holidays - November 10, 2000.**

**Instructors: Dr. Philmund Lee, Juris Doctor and Masters of Business Administration**  
**Dr. David L Bourgoin, Juris Doctor and Masters of Business Administration.**

**Office Hours: By appointment: Tel. (808) 549-9137 or Cell. 255-8572.**

**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.

**11. 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.

**111. Major Assignments:**

**1. CASE ANALYSIS:** Cases will be analyzed by individual student and 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 refining 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.

**Optional Reports:** 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 (MAT) 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.

**Firm Visitation.** 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.

**Oral Presentation.** 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.

**Written Report.** 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 the optional 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 may 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 classes.

#### **IV. GRADES:**

Mid Term	25 Points	A:	90-100
Final Examination	25 Points	B:	80-89
MAT Term Project	20 Points	C:	70-79
Case Analysis (2)	20 Points	D:	60-69
Quiz/Participation	10 Points	F:	Below 60
	100 Points		

#### **BU 469 - STRATEGIC MANAGEMENT -- COURSE OUTLINE - Fall Evening 2000.**

Friday Oct. 6:	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.	
Friday Oct. 6:	Chap 1	The Nature of Strategic Management.
Friday Oct. 6:	Chap 2	Strategy in Action.
Friday Oct. 13:	Chap 3	The Business Mission.
Friday Oct. 13:	CASE:	Wal Mart Stores, Inc.-1998. (p. 24)
	Presenter:	MAT A. Refuter: MAT D
Friday Oct. 13:	Chap 4	The External Assessment.

Friday Oct. 20:	CASE:	Circus-Circus Enterprises, Inc. -1998 (p.60)			
	Presenter:	MAT B,	Refuter:	MAT E	
Friday Oct. 20:	Chap 5	The Internal Assessment.			
Friday Oct. 20:	CASE:	Banc One Corporation-1998. (p.93)			
	Presenter:	MAT C	Refuter:	MAT A	
Friday Oct. 27:	Chapter 6	Strategy Analysis and Choice.			
Friday Oct. 27:	CASE:	Carnival Corporation-1998. (p.186)			
	Presenter:	MAT D	Refuter:	MAT B	
Friday Oct. 27:	Exam Review/Video/Guest Speaker				
Friday Nov. 3:	Vignettes.				
Friday Nov. 3:	* **Mid-Term Examination on Chapters 1-6.				
Friday Nov. 3:	Chap 7 Implementing Strategies: Management Issues.				
Friday Nov. 10	NO CLASS HOLIDAY - Veterans Day (Nov 11).				
Friday Nov. 17:	CASE:	Harley-Davidson, Inc.-1998. (p-266)			
	Presenter:	MAT E,	Refiner:	MAT C.	
Friday Nov. 17:	Chap 8 Implementing Strategies: Marketing, Finance/Accounting. R & D, and CIS Issues				
Friday Nov. 17:	CASE:	Boeing -- 1998. (p.405)			
	Presenter:	MAT D,	Refuter:	MAT A.	
Friday Nov. 24:	CASE:	Apple Computer, Inc.-1998. (p. 424)			
	Presenter:	MAT E,	Refuter:	MAT B.	
Friday Nov. 24:	Chap 9	Strategy Review, Evaluation, and Control.			
Friday Nov. 24:	CASE:	America Online, Inc.-1998. (p.434)			
	Presenter:	MAT A,	Refuter:	MAT C	
Friday Dec. 1:	CASE:	Biomet, Inc.-1998. (p.466)			
	Presenter:	MAT B,	Refiner:	MAT D	
Friday Dec. 1:	Chap 10	International Strategic Management.			
Friday Dec. 1:	CASE:	Nike, Inc. -1998. (p. 497)			
	Presenter:	MAT C	Refuter:	MAT E	
	Discussion for Project Review.				
Friday Dec. 8:	Vignettes.				
Friday Dec. 8:	Term Project:	Presenter:	MAT A	Refiner:	MAT B
Friday Dec. 8:	Term Project:	Presenter:	MAT B	Refiner:	MAT C
	<b>Make-Ups</b>	Review for Exam			
Friday Dec 15:	Term Project:	Presenter:	MAT C	Refiner:	MAT D
	Term Project:	Presenter:	MAT D	Refiner:	MAT E
Friday Dec 15:	Term Project:	Presenter:	MAT E	Refiner:	MAT A
Friday Dec 15:	****Final Examination** t*				