

SD '00
Prez

BU 469 = Strategic Management
Chaminade University of Honolulu, Room 107, Henry HAD
January 18 through 5 May 2000

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,** 7th Ed.,
Prentice-Hall, 1999.

I. Course Description:

Strategic Management course encompasses the w" 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 solving 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 managers through strategic eyes and thinking, and utilize 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 presentation 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 his/her 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.

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COURSE OUTLINE

Tue	Jan 18:	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	Jan 20:	Chapt 1 The Nature of Strategic Management.
Tue	Jan 25:	Chapt 2 Strategy in Action.
Thr	Jan 27:	Chapt 3 The Business Mission.
Tue	Feb 1:	CASE: Wal-Mart Stores, Inc.-1998. (p. 24)
		Presenter: MAT A, Refuter: MAT D
Thr	Feb 3:	Chapt 4 The External Assessment.
Tue	Feb 8:	CASE: Circus-Circus Enterprises, Inc.—1998 (p.60)
		Presenter: MAT B, Refuter: MAT E
Thr	Feb 10:	Chapt 5 The Internal Assessment.
Tue	Feb 15:	CASE: Banc One Corporation—1998. (p.93)
		Presenter: MAT C Refuter: MAT A
Thr	Feb 17:	CASE: Carnival Corporation,-1998. (p.186)
		Presenter: MAT D Refuter: MAT B
Tue	Feb 22:	Chapt 6 Strategy Analysis and Choice.
Thr	Feb 24:	Vignettes.
Tue	Feb 29:	Exam Review/Video/Guest Speaker
Thr	Mar 2:	****Mid-Term Examination****
Tue	Mar 7:	Chapt 7 Implementing Strategies: Management Issues.
Thr	Mar 9:	CASE: Holley-Davidson, Inc.—1998. (p.266)
		Presenter: MAT E, RAW. MAT C
Tue	Mar 14:	CASE: Boeing—1998. (p.405)
		Presenter: MAT D, Refuter: MAT A
Thr	Mar 16:	Chapt 8 Implementing Strategies: Marketing, Finance/Accounting, R&D, and CIS Issues.
Tue	Mar 21:	CASE: Apple Computer, Inc.-1998. (p. 424)
		Presenter: MAT E, Refuter: MAT B
Thr	Mar 23:	Chapt 9 Strategy Review, Evaluation, and Control.
March	27 - March 31	Spring Room

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 Chamade 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	

Tue	Apr 4:	CASE:	America Online, Inc.-1998. (p.434)	
		Presenter:	MAT A,	Refuter: MAT C
Thr	Apr 6:	CASE:	Biomet, Inc.—1998. (p.466)	
		Presenter:	MAT B,	Refuter: MAT D
Tue	Apr 11:	Chapt 10	International Strategic Management.	
Thr	Apr 13:	Vignettes.		
Tue	Apr 18:	CASE:	Nike, Inc.—1998. (p.497)	
		Presenter:	MAT C	Refuter: MAT E
		Discussion for Project Review.		
Thr	Apr 20:	Term Project:	Presenter: MAT A	Refuter: MAT B
Tue	Apr 25:	Term Project:	Presenter: MAT B	Refuter: MAT C
		Term Project:	Presenter: MAT C	Refuter: MAT D
Thr	Apr 27:	Term Project:	Presenter: MAT D	Refuter: MAT E
Tue	May 2:	Term Project:	Presenter: MAT E	Refuter: MAT A
Thr	May 4:	Make-Ups	Review for Exam	
Tue	May 9:	****Final Examination****		