

## **BU 469 - Strategic Management**

**Chaminade University**

**Fall 2001**

**Instructor:** Scott J. Schroeder, Ph.D.  
**Class Meetings:** T Th 8:00 - 9:20 am  
**Location:** Henry Hall, Room 107  
  
**Office Hours:** T Th 10:00 am - 12:00 pm and by appointment  
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### **Catalog Course Description**

This course is a study of the policies designed to coordinate all functions of a business enterprise. Each student is assigned as a member of a management team and required to apply the appropriate tools of analysis.

### **Course Orientation and Objectives**

Organizational strategy is the intended driver of structures, processes, and outcomes in the conduct of business, non-profit, and public policy efforts. Having an active and viable strategy helps enable an organization to establish an identity, determine its desired accomplishments and goals, and develop effective and efficient means for being successful. Lacking a live strategy leaves organizations... as well as their operating units, work groups, and individual members... ever reacting to external demands of what Fred Massarik calls "relevant publics" or to internal task requirements and political events. As a result, strategy-free organizations always risk accessing the wrong resources, doing the wrong work, and pursuing outcomes with little prospect for advancing the business. You know the old saying, "If you don't know where you're going, you're bound to end up somewhere." That adage is as true for organizations as it is for us as individuals.

This course is intended to push ahead your ability to think strategically about organizations and organizational life. And this course is also directed toward encouraging you to put strategic thinking into action. In pursuit of these goals, the course has several objectives. First, you should develop the ability to perform a strategic assessment of the strengths, weaknesses, opportunities, and threats facing any organization. Second, you should enhance your ability to "think forward" about the future of that organization, taking into account its history and current context. Third, you should advance your ability to identify critical domains of structural differentiation and functional integration required for that organization to achieve its intended outcomes. Fourth, you should be more effective at identifying the human elements in that

organization which may facilitate or get in the way of enacting strategy, including leadership, culture, and member diversity. And fifth, you should be more knowledgeable about principles of change management as they apply to assessing and modifying organizational strategy.

Achieving these objectives and taking on the full plate of assignments in this course is likely to be challenging. There is a lot to do and accomplish in this course. And for this class to be its best, we all need to be actively teaching and learning from each other in every class session. The course is designed as a senior-level seminar for business majors and is intended to provide you real-world tools for navigating organizational life as you launch your career. So while our agenda is ambitious, the potential payoff for participation is even more significant.

I have a few hints that will help you to succeed as you want to in the course. First, do the assigned readings and do them in advance. It's sometimes helpful to make a "cheat sheet" for yourself of the major points you gained from the reading (and the same goes for in-class information). Second, before each class session, ask yourself what you want to get out of that session, and think about what you need to say during that session so that the rest of us get the benefit of your thinking. Third, come to each class session. The things that I will talk about in class most often will be different from the material in the book. In-class information we share with each other is likely to be the most relevant and useful for you, and you need to be there to get it. Fourth, a good deal of your work in this course is done in groups. You are best off spending some time team-building with your group before you take on any course tasks. Not doing team-building up front can lead to diminished group performance later on.

### Course Assignments

There will be four types of assignments in the course which will provide you the opportunity to demonstrate and assess your knowledge of strategic management: quizzes, exams, critical issue papers, and case analysis and presentation. Most weeks we will have a quiz at the start of Thursday's class session. Quizzes are short and easy, intended to allow you and I to see if you have a basic understanding of the reading material for the week. The course will also include a *mid-term and final exam*. These assessment opportunities will ask you to respond to specific questions about a provided case. Each exam is cumulative, asking you to bring all of your learning in the course to bear in making sense of the case situation. *Critical issue papers* ask you to discuss a central feature of an organization's functioning which should be addressed for the organization to operate most effectively. Over the course of the semester you will write three critical issue papers, one each on three of the following four functional areas: finance (including accounting), marketing, operations, and management (including human resources). *Case analysis and presentation* will be conducted by student teams. One team will have primary responsibility for presentation of analysis and recommendations for each case. A second team will be asked to provide an alternate perspective or update for each case. Case assignments will be made during the third class session. You are expected to have read and prepared each reading assignment and case prior to the class session in which it

is discussed. Additional details regarding the content and format of assignments are provided below and will be elaborated in class.

### Quizzes

Each quiz will include five multiple-choice questions related to the reading for the week. Questions are designed to assess basic recognition and understanding of text material (or other reading assignments). A sixth question will be added as a bonus to allow you to accumulate additional points or make up for past questions missed. Consequently, each quiz will be worth 10 points, and you will actually have the opportunity to earn 12 points.

### Critical Issue Papers

A critical issue paper provides you the chance to identify and make sense of a particular problem area you have identified in a case. Over the course of the semester, you will write three of these papers. Each paper will deal with a different functional area of organizational functioning. These papers will be no more than three pages in length. The format for the papers will be discussed in class. You may only submit critical issue papers for cases that your team does not have responsibility for presenting, responding to, or updating.

### Exams

The course will include both a mid-term and final exam. Each exam will present you with an organizational case and questions related to that case. The focus of each exam is to enable you to demonstrate critical thinking and substantive reasoning (based on course material) about organizational situations. You may use the course text and your notes if you wish during both exams. The exams are progressive in content, performance requirements, and point values. More is provided for you and expected of you in the final exam than on the mid-term, reflecting the advanced competence you will have at the end of the semester.

### Case Analysis and Presentation

This course is really about making sense of happenings in organizations. To do this effectively you need to have repeated opportunities to engage organizational situations, using your life experience, what you've learned over the course of your business major at Chaminade, and what you've gained from this course. We will be using a series of cases to provide you these opportunities. Each week we will take on a case. Course members will be assigned to case teams, and addressing each case will be the responsibility of two teams. The first team will present the case situation, provide a basic SWOT analysis, and identify a strategy or course of action they would advise the organization to pursue, based on that analysis. The second team will most often provide an alternate strategy as a response to what they've observed in the first team's presentation. For two cases, the second team will provide a case update, filling us in on what the company's current

direction and strategy are. In the second week of the course a full class session is devoted to further details of case analysis and presentation.

### **Course Text**

**David, F.R. (1999).** *Strategic Management: Concepts & Cases.* Upper Saddle River, New Jersey: Prentice Hall.

### **Grades**

Grades will be based on the following assignments and distribution of points. Note that there are no extra credit assignments. Also, requests for make-up assignments must be made in advance of the excused absence.

<b>Quizzes (10)</b>	<b>100 points</b>
<b>Mid Term Exam</b>	<b>50 points</b>
<b>Final Exam</b>	<b>100 points</b>
<b>Critical Issue Papers (3)</b>	<b>60 points</b>
<b>Case Presentation &amp; Report</b>	<b>120 points</b>
<b>Attendance &amp; Participation*</b>	<b>20 points</b>
<b>Total Possible</b>	<b>450 points</b>

\* Students are allowed (but not encouraged to use) three absences without penalty. Students with 4 - 6 absences during the term must complete an additional case analysis by the end of the term as a make-up assignment. Students with over six absences will fail the course. If you are going to be absent for any class session, please let me know by phone or e-mail.

The grading scale will be as follows:

<b>405 – 450</b>	<b>A</b>
<b>360 – 404</b>	<b>B</b>
<b>315 – 359</b>	<b>C</b>
<b>270 – 314</b>	<b>D</b>
<b>below 270</b>	<b>F</b>

## Course Schedule

August 28 <sup>th</sup> August 30 <sup>th</sup>	Participant Introduction & Boston Advertising Case Boston Advertising Case & Course Introduction
September 4 <sup>th</sup> <del>September 6<sup>th</sup></del>	Consultation Team Formation (Text Introduction)** <del>Consultation and Case Analysis &amp; Quiz 1</del>
September 11 <sup>th</sup> September 13 <sup>th</sup>	Dimensions of Strategic Management (Ch. 1) Hershey Foods Case & Quiz 2
September 18 <sup>th</sup> September 20 <sup>th</sup>	Common Strategic Orientations (Ch. 2) The Limited Case (T1; T2) & Quiz 3
September 25 <sup>th</sup> September 27 <sup>th</sup>	Organizational Vision and Mission (Ch. 3) Wal-Mart Case (T3; T4) & Quiz 4
October 2 <sup>nd</sup> October 4 <sup>th</sup>	Factors Influencing Strategy Choice (Ch. 6) Circus Circus Case (T2; T1) & Quiz 5
October 9 <sup>th</sup> October 11 <sup>th</sup>	Assessment of the External Environment (Ch. 4) Southwest Airlines Case (T4; T3) & Quiz 6
October 16 <sup>th</sup> October 18 <sup>th</sup>	Assessment of the Internal Environment (Ch. 5) Mid-Term Exam
October 23 <sup>rd</sup> October 25 <sup>th</sup>	Debrief of the Mid-Term Case Harley-Davidson Case (T1; T2 update)
October 30 <sup>th</sup> November 1 <sup>st</sup>	Managerial Issues in Implementation (Ch. 7) Apple Computer Case (T3; T4 update) & Quiz 7
November 6 <sup>th</sup> November 8 <sup>th</sup>	Functional Issues in Implementation (Ch. 8) America Online Case (T2; T1) & Quiz 8
November 13 <sup>th</sup> November 15 <sup>th</sup>	Strategy Assessment & Evaluation (Ch. 9) Campbell Soup Case (T4; T3) & Quiz 9
November 20 <sup>th</sup> November 22 <sup>nd</sup>	Organizational Strategy & Planned Change Happy Thanksgiving! (no class)

November 27 <sup>th</sup>	Organizational Strategy & Unplanned Change
November 29 <sup>th</sup>	Challenger Case (T1; T2) & Quiz 10
December 4 <sup>th</sup>	Nike Case (T3; T4)
December 6 <sup>th</sup>	Course Review
December 11 <sup>th</sup>	Final Exam (8:00 - 10:00 am)

\*\* Weekly reading assignments are indicated in parentheses for each Tuesday class.  
Cases assigned for Thursday classes are also to be read by all class members.