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BU 4693 Strategic Management
Chaminade University of Honolulu
2001 (Spring Evening Session)

Instructor: *Dr. S. Vincent Shin*, MA, MBA, EdD

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Date: April 7, 2001 through June 9, 2001 (Spring Evening)

Time: Saturday (08:00 AM to 12:00 PM hours), except holidays.

Place: Room 103, Bldg 102, Trippler Medical Center, Honolulu, Hawaii

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 strategic 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** trainees and future **managers**. It **will look** at the tasks 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 students enhance **their** analytical and research **skills**. The overriding pedagogical objective is to sharpen students' **abilities** to **think** strategically and diagnose situations from a **strategic** perspective to enhance business opportunities and competitiveness.

III. Major Assignments:

I. 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 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 (max 5 minutes) to caucus and then allowed **approximately** 10 minutes to argue **against** the presenting team. The **presenting** team **will** then be given up to 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**. Company **chosen** **will** be **discussed** with and approved by the instructor by **the fourth week** of the semester.

BU 469 - Strategic **Management**
COURSE OUTLINE
Spring Evening Session 2001

Class #1: 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**.

How to **Analyze** a Business Policy Case (pp. xviii - xxvii)

Chapt 1 The Nature of Strategic **Management**.
Chapt 2 Strategy **in Action**.

Class#2: Chapt 3 **The Business Mission**.
Chapt 4 The External **Assessment**.
Chapt 5 The Internal Assessment. **Final Project Topic Due!!**

Case Presentation **discussion/Review**

Class #3: CASE: **Wal-Mart Stores, Inc.—1998**. (p. 24)
Presenter: MAT A, **Refuter:** MAT D

CASE: Circus-Circus **Enterprises, Inc—1998** (p.60)
Presenter: MAT B, **Refuter:** MAT E

CASE: **Citicorp—1998**. (p.105)
Presenter: MAT C **Refuter:** MAT A

CASE: Carnival **Corporation—1998**. (p.186)
Presenter MAT D **Refuter:** MAT B

Class #4: **Chapt 6** **Strategy Analysis** and **Choice**.

CASE: **Harley-Davidson, Inc.-1998**. (p.266)
Presenter: MATE, **Refuter:** MAT C

Vignettes **#1**. All class prepared to present # 1 Vignette and turn in **minimum** one
page written report.

Exam Review

Class#5: * * * Mid-Term Examination*****

Chapt 7 **Implemen** ng Strategies: **Management** Issues.

Each team will make an oral presentation of 24 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 course 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/CUH Assessment	10 Points	F: Below 70
	100 Points	

Notes:

Class# 6:	Chapt 8	Implementing Strategies: Marketing, Finance/Accounting, R&D, and CIS Issues.	
	CASE:	Boeing-1998. (p.405)	
	Presenter:	MAT D,	Refuter: MAT A
	CASE:	Apple Computer, Inc.--1998. (p. 424)	
	Presenter:	MAT E,	Refuter: MAT B
Class #7:	Chapt 9	Strategy Review, Evaluation, and Control.	
	Chapt 10	International Strategic Management.	
	CASE:	America Online, Inc.-1998. (p.434)	
	Presenter:	MAT A,	Refuter: MAT C
	CASE:	Biomet, Inc.—1998. (p.466)	
	Presenter:	MAT B,	Refiner: MAT D
Class#8:	CASE:	Nile, Inc.-1998. (p.497)	
	Presenter:	MAT C	Refiner: MAT E
	Vignettes #2. All class prepared to present #2 Vignette and turn in minimum one page written report.		
	Term Project:	Presenter: MAT A	Refuter: MAT B
	Discussion for Project Review/Course Grade, etc.		
Class #9:	Term Project:	Presenter: MAT B	Refuter: MAT C
	Term Project:	Presenter: MAT C	Refuter: MAT D
	Term Project:	Presenter: MAT D	Refuter: MAT E
	Term Project:	Presenter: MAT E	Refuter: MAT A
	Review for Exam		
Class #10:	""Final Examination* *		
	Make-Ups		
	Student/Instructor Consultation/discussion		