

# **BU 469 - Strategic Management**

**Chaminade University  
Spring 2002**

**Instructor:** Scott J. Schroeder, Ph.D.  
**Class Meetings:** T Th 11:00 - 12:20  
**Location:** Henry Hall, Room 104

**Office Hours:** T Th 9:00 - 11:00 am 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. Two *papers* ask you to respectively document your practical experience (as required of business majors in the university catalog) and assess the functioning of your group during the course. *Case analysis and presentation* will be conducted by student teams. Each team will have primary responsibility for presentation and analysis of a particular organization function for each case studied: finance, management, marketing, and operations. And one team will be responsible for leadership of the case analysis and providing recommendations. 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.

### Course Papers

During the course you will write two individual papers. One paper will document your practical experience (employment or internship) as required of all business majors. The second paper will be an assessment of your team's functioning during the term. The format for the papers will be discussed in class.

### 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 all teams. Each team will either have the responsibility for analyzing a particular function of the organization (finance, marketing, operations and management) or for providing synthesis and recommendations. In the second week of the course a full class session is devoted to further details of case analysis and presentation. Each team will provide a paper which details their analysis for each assigned case.

## **Course Text**

**David, F.R. (2001). *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 (12)</b>	<b>120 points</b>
<b>Mid Term Exam</b>	<b>50 points</b>
<b>Final Exam</b>	<b>100 points</b>
<b>Individual Papers (2)</b>	<b>30 points</b>
<b>Case Presentation &amp; Report</b>	<b>120 points</b>
<b>Functional Case Analyses</b>	<b>32 points</b>
<b>Total Possible</b>	<b>452 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 not pass 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

January 15 <sup>th</sup> January 17 <sup>th</sup>	Participant Introduction & Boston Advertising Case Boston Advertising Case & Course Introduction
January 22 <sup>nd</sup> January 24 <sup>th</sup>	Strategy Team Formation (Text Introduction) Case Analysis, America Online Case, & Quiz 1
January 29 <sup>th</sup> January 31 <sup>st</sup>	The Nature of Strategic Management (Ch. 1) eBay Case (Team 1) & Quiz 2
February 5 <sup>th</sup> February 7 <sup>th</sup>	The Business Mission (Ch. 2) Target Case (Team 2) & Quiz 3
February 12 <sup>th</sup> February 14 <sup>th</sup>	Common Strategic Orientations (Ch. 5) Wal-Mart Case (Team 3) & Quiz 4
February 19 <sup>th</sup> February 21 <sup>st</sup>	Assessment of the External Environment (Ch. 3) Nike, Inc. Case (Team 4) & Quiz 5
February 26 <sup>th</sup> February 28 <sup>th</sup>	Assessment of the External Environment (Ch. 3) Southwest Airlines Case (Team 1) & Quiz 6
March 5 <sup>th</sup> March 7 <sup>th</sup>	Assessment of the Internal Environment (Ch. 4) Carnival Corporation Case (Team 2) & Quiz 7
March 12 <sup>th</sup> March 14 <sup>th</sup>	Mid-Term Exam Mid-Term Case Debrief
March 19 <sup>th</sup> March 21 <sup>st</sup>	Strategy Choice (Ch. 6) Apple Computer Case (Team 3) & Quiz 8
March 26 <sup>th</sup> & 28 <sup>th</sup>	Spring Break
April 2 <sup>nd</sup> April 4 <sup>th</sup>	Management Issues in Implementation (Ch. 7) Dell Computer Case (Team 4) & Quiz 9
April 9 <sup>th</sup> April 11 <sup>th</sup>	Functional Issues in Implementation (Ch. 8) Playboy Enterprises Case (Team 1) & Quiz 10
April 16 <sup>th</sup> April 18 <sup>th</sup>	Planned Change and Strategy Evaluation (Ch. 9) The Cosmopolitan Group Case (Team 2) & Quiz 11

April 23 <sup>rd</sup>	<b>Mandalay Resort Group Case (Team 3)</b>
<b>April 25<sup>th</sup></b>	<b>Organizational Strategy &amp; Unplanned Change</b>
<b>April 30<sup>th</sup></b>	<b>Challenger Case (Team 4) &amp; Quiz 12</b>
<b>May 2<sup>nd</sup></b>	<b>Course Review</b>
<b>May 8<sup>th</sup></b>	<b>Final Exam (8:00 - 10:00 am)</b>

**\*\* Weekly reading assignments are indicated in parentheses for each Tuesday class.**

**Scott J. Schroeder is Associate Professor of Management and Director of the Undergraduate Business, Graduate Management, and Graduate Public Administration programs at Chaminade University of Honolulu. He also teaches in the areas of organizational change and crisis management at the Claremont Graduate University. His research focuses on personal power and social influence in the workplace. He is the author of the award-winning article "Organizational Samba: Nose-bleeding Rites in Big Six Accounting Firms" and is most recently co-author with Samuel Culbert of "Getting Hierarchy to Work in the 21<sup>st</sup> Century." As a principal of The Laundis Group, an executive advisory firm in Newport Beach, California, he consults on issues of executive development and team effectiveness. His clients have included individuals and organizations from industries including entertainment, professional sports, health care, advertising, churches, universities, government services, and non-profits. Dr. Schroeder completed doctoral programs in management and psychology at the University of California, Los Angeles and has held faculty, department chairperson, and academic dean positions at several universities.**