

**Chaminade University of Honolulu
MBA Program**

Fall 2022

MBA 800 Strategic Management 3 units

Location: Online

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MBA 800 Course Description

This capstone course for MBA students provides an opportunity for students to experience the demands and managerial complexities which executives must face. It will help students integrate and apply what they have learned in their functional business courses, as well as gain experience in using the techniques, tools, and skills of strategic analysis.

MBA 800 Associated MBA Program Learning Outcome

Students will be able to assess and create strategy for organizations in specified business environments using the central components and processes of strategic management.

Course Orientation and Student Learning Outcomes

Running a great organization effectively requires that you not only be smart about the components that make up the business but that you be able to put those pieces together and have them function in a way that both supports your organization's purpose and is well received by what Fred Massarik calls its "relevant publics." And you need to be able to do that often in business environments that are increasingly complex and fast paced.

The courses you've taken so far in your MBA program have provided you with the first part of the effective leadership equation. The courses you've taken in Managerial Accounting, Managerial Finance, Managerial Marketing, and HR or Operations Management have helped you become more knowledgeable about the functions required

for organizations to operate. One objective of this course is to review these competencies and assess your current knowledge as you prepare to graduate.

Student Learning Outcome 1: Participants will evaluate business functions and management practices for a specified organization.

Effective organizational leadership, though, doesn't principally derive from expertise in a specific business function or from being able to manage discrete operations. Rather, strategic organizational leadership involves being able to craft a compelling and viable picture of an organization's future and to harness and develop the organization's capacities to make it happen. That's what this final course in your MBA program is all about. And by the end of this course successful students will have garnered the following competencies:

Student Learning Outcome 2: Participants will evaluate organizational identity and its impact on organizational strategy and strategic choice-making.

Student Learning Outcome 3: Participants will assess the external environment and internal capacities of an organization and identify the consequences of these for organizational strategy and strategic choice-making.

Student Learning Outcome 4: Participants will develop an integrated implementation plan for a proposed organizational strategy.

Student Learning Outcome 5: Participants will evidence outcomes 2, 3, and 4 in a professional quality presentation.

To accomplish these objectives there are five course activities for evaluation. First, do the assigned readings in so that you can fully participate in course activities. Second, complete course assignments (organizational analyses and assessment items) and participate effectively in group work. Strategy groups may "fire" members who do not contribute effectively to the strategy development project. Late assignments are typically not accepted in the course. If you encounter an emergency that delays your completion of an assignment, please contact the instructor as soon as you know of the situation to determine if an extension is possible. Please note that incompletes will not be given for this class.

This course is constructed as a master's level seminar. All members of the class are expected to contribute their knowledge and experience to the course. The requirements of the course are likely to be personally challenging. This is by design. Taking on the area of strategic management for a client requires that you 1) put to use your developed knowledge of organizational functions and management, 2) develop your ability to assess organizational capacities, opportunities, and threats, and 3) use your assessments to develop appropriate strategies and plans for their implementation. These goals suggest

that there's a lot to accomplish in this course... and that we have the opportunity for a significant learning experience as well.

Texts for the Course

Aaker, D.A. (2001). *Developing Business Strategies*. New York: Wiley & Sons. (Chapters from this book will be provided, and so there is no need to purchase this book)

Course Assignments

Organizational Assessment & Strategy Development

During the term you will take on a strategy project for one organization. Consultations with the instructor will be done during most weeks of the course; each week your group will provide your data and analysis of your organization related to the topic of that week and discuss with faculty your thinking about the week's work. You'll have the opportunity to get faculty perspectives and guidance in each week's session as well.

At the end of the course you will do a final presentation on strategy development and strategic options for your focus organization. This is a group assignment.

MBA Program Exam

Your MBA program learning will be assessed via a national program assessment exam for MBAs. This exam will allow you to know the degree to which you have developed the basic competencies expected of MBA graduates nationally. This is an individual assignment.

Program Applications Case

Another activity you'll complete for the purposes of assessing your program learning will be analysis of an applications case. You will be provided a short case and specific questions to respond to regarding the case. This is an individual assignment.

Program Exit Survey

To help the School of Business and Communication assess your program experience, you will also complete a program exit survey which asks for your opinion of your course learning and program experience. Because the survey asks your opinion, all questions you answer will be counted as correct. This is an individual assignment.

Grading

Your course grade will be based on the following weighting of assignments and activities:

MBA Program Exam	20%	20 points
MBA Strategy Applications Case	15%	15 points
Program Exit Survey	5%	5 points
Strategy Presentations	60%	60 points

Course Schedule

Week of October 3rd – Course Introduction and Team Identification

Preliminary discussion of the field of strategy and the strategy development process. Course protocol and assignments will be reviewed. Strategy teams for the term will be identified.

Reading: *Developing Business Strategies* Chapter 1

Activity: Personal Introduction due October 7th

Week of October 10th – Organizational Identity and Strategy

This week we will review the elements of organizational identity ... mission, culture, industry ... and examine their implications for appropriate choices of strategy. A typology of strategy choices will be presented and discussed.

Reading: *Developing Business Strategies* Chapters 2 & 8

Activity: Team identification of Faculty Liaison by October 15th

Week of October 17th – Understanding Customers & Markets

In this class session you will learn how to conduct an analysis of an organization's current and potential customers. Emphasis will be placed on needs analysis and current and potential market segments.

Reading: *Developing Business Strategies* Chapters 3 & 5

Organization Presentation: Identity Statements

Submit your Identity Statement presentation by October 22nd through the Canvas course page.

Week of October 24th – Understanding Competitors & Competitive Environment

This is the second of two class sessions in which you will learn how to assess the external environment faced by an organization. The last class session focused on market analysis, and this class session focuses on understanding competitors. Particular attention will be paid to assessing the market position and the strengths and weaknesses of competitors. We will also assess the competitiveness of a firm's market.

Reading: *Developing Business Strategies* Chapters 4 & 6

Organization Presentation: Customer and Market Analysis

Submit your Customer and Markets presentation recording by October 29th through the Canvas course page.

Week of October 31st - Analysis of Core Functions: Marketing & Operations

During this week and the next we will review central concepts of functional area disciplines and provide a heads-up on strategic issues that you should address when integrating the particular functions into an organization's strategy. This week will cover strategic issues in marketing and operations management.

Reading: *Developing Business Strategies* Chapter 7

Organization Presentation: Competitor Analysis

Submit your Competitors presentation recording by November 5th through the Canvas course page.

Week of November 7th - Analysis of Key Resources: Finances & People

This is the second of two class sessions in which we will review central concepts of functional area disciplines with you and provide a heads-up on strategic issues that you should address when integrating the particular functions into an organization's strategy. This week we will discuss strategic issues related to key resources, finances and people.

Reading: *Developing Business Strategies* Chapter 7

Organization Presentations: Marketing & Operations

Submit your presentation recording by November 12th through the Canvas course page.

Week of November 14th – Organizational Context, Capacity, and Choice of Strategy

In this class session we will review the SWOT analysis approach to assessing an organization's external environment and internal functioning, and we will practice using these assessments to inform our choice of appropriate strategy.

Reading: *Developing Business Strategies* Chapters 8 & 11

Organization Presentation: Finances and Management

Submit your Finance and Management presentation recording by November 19th through the Canvas course page.

Week of November 21st – Program Assessment Assignments

This week you will also have the opportunity to assess the learning you've done during your MBA program. You will take a national program assessment exam for MBAs provided by Peregrine Academic Services and complete an Applications Case. You will also complete and submit the Chaminade MBA Program Exit Survey, which asks for your perspective on issues related to your program experience.

Reading: There is no reading assignment this week

Class Session: There is no lecture this week

Week of November 28th – Strategy Choice and Implementation

This class session will examine the components and processes required to operationalize strategic goals and successfully enact strategy. Functional integration, support of human participants, and effective change management will be emphasized.

Reading: *Developing Business Strategies* Chapters 9, 10, 12, 13, 16

Organization Presentations: Groups may schedule time with the instructor to review or construct their final presentations

Class Session: Note that the lecture for this week will be posted early on November 14th

Week of December 5th – Final Presentations

This week your group will present its analysis conclusions and strategic recommendations for your organization studied this term.

Reading: There is no reading assignment this week.

Your Instructor for MBA 800

Scott Schroeder, Ph.D. is Professor of Management in Residence at Chaminade University and President of Sacred Hearts Academy. Scott's career has been lived as a management activist, dedicated to enhancing employee empowerment and eradicating management malpractice in the workplace.

His research focuses on individuals' personal power and social influence at work, with special interest in getting people the power they need to have personal and professional success in their careers. He is most recently co-author with organizational development legend Samuel Culbert of "What most managers don't know about empowerment." Scott serves on the editorial board for the *Journal for Excellence in Business Education* and is Chair of the Board of Commissioners for the International Accreditation Council for Business Education (IACBE).

Scott has done extensive clinical work in executive psychotherapy and consults on issues of executive development, team effectiveness and strategy development. His clients have included individuals and organizations from industries including entertainment, professional sports, health care, advertising, education, government services, non-profits, and faith communities.

He has held faculty or administrative positions at several universities, including Arizona State University, UCLA, and Antioch University, where he developed a graduate program in Organizational Development that was consistently ranked in the top ten nationally during his tenure as chair. Scott was the longest serving dean of Chaminade's business school in the University's history. He was also the Dean of Academic Affairs at the Bainbridge Graduate Institute, which was named the nation's top-ranked school for sustainable business by *Net Impact* and one of *BusinessWeek's* top 50 innovation schools in the world. He has taught at the Claremont Graduate University since 1996, and was recognized by students and alumni for outstanding teaching in 2005.

Scott completed doctoral specializations in management and psychology at UCLA, as well post-doctoral work at Harvard University.