SYLLABUS

Accelerated MBA 2023 Spring Semester Program
MBA-800-01-3 Strategic Management
Pearson portal myLab Management ID brownlow47498

Class Schedule:
Dates: April 11, 2023 – June 19, 2023
Course Cycle: Current Tuesday through following Monday
Class Location: **Tuesdays, 5:45 – 9:50 PM in Behavioral Science Bldg. Room 103**

Instructor Contact Info: Dr. Maria Brownlow
Office Hours: Noon – 01:00 PM; MWF at Kieffer Room 28 or *by appointment*
Contact Office: 808-739-8337
CUH email: maria.brownlow@chaminade.edu

CHAMINADE UNIVERSITY MISSION STATEMENT

Chaminade University offers its students an education in a collaborative learning environment that prepares them for life, service, and successful careers. Guided by its Catholic, Marianist and liberal arts educational traditions, Chaminade encourages the development of moral character, personal competencies, and a commitment to build a just and peaceful society. The university offers both the civic and church communities of the Pacific region its academic and intellectual resources in the pursuit of common aims.

1. COURSE ORIENTATION

The Strategic Management and Competitive Advantage textbook is organized according to the VRIO structural approach of presenting business strategy management.

"VRIO" → Value | Rarity | Imitability | Question of Organization --- is a mechanism that combines these theoretical frameworks:
   1. positioning perspective view and
   2. the resource-based view.

VRIO is the primary tool for conducting an internal analysis of the organization. It considers four questions about available resources and resource capability to contribute to the organizations competitive position. Here are some examples:

The Question of Value: Does a resource enable a company to take advantage of an environmental opportunity, and/or neutralize an environmental threat?

The Question of Rarity: Which company owns a rarity resource? Is a resource currently controlled by only a small number of competing firms in the area the company does business?

The Question of Imitability: Do companies without a resource face a cost disadvantage in obtaining or developing it?

The Question of Organization: Are a firm's other policies and procedures organized to support the exploitation of its valuable, rare, and costly-to-imitate resources?

VRIO Framework EXPLAINED | B2U | Business To You
https://www.youtube.com/watch?v=SD8XJw_qeNI   14:04 min

VRIO connects ideas together, so students comprehend understanding rather than simply memorizing. Students conduct debates about the formulation and the implementation strategy simultaneously.

Each chapter has four short sections that present specific issues in more depth. These sections allow adapting the textbook the meet needs of students.

"Strategy in Depth" examines the intellectual foundations that are behind the way managers think and practice strategy today.

"Strategy in the Emerging Enterprise" presents examples of strategic challenges faced by new and emerging enterprises.

"Ethics and Strategy" delves into some of the ethical dilemmas that managers face as they confront strategic decisions.

"Research Made Relevant" includes recent research related to the topics in that chapter.[1]

Element	Description	Benefit	Example
Chapter Opening Cases	We have chosen firms that are familiar to most students. Opening cases focus on whether or not Rovio Entertainment, Ltd.—maker of the popular video game "Angry Birds"—can sustain its success, how Ryanair has become the lowest cost airline in the world, how Victoria's Secret has differentiated its products, how ESPN has diversified its operations, and so forth.	By having cases tightly linked to the material, students can develop strategic analysis skills by studying firms familiar to them.	2-3
Full Length Cases	This book contains selective, part-ending cases that underscore the concepts in each part. This provides a tight link to the chapter concepts to reinforce understanding of recent research. These are 1) decision oriented, 2) recent, 3) student-recognized companies, and 4) cases where the data are only partly analyzed.	Provides a tight link to chapter concepts, facilitating students' ability to apply text ideas to case analysis.	PC 1–1– PC 1–10

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[1] Excerpts from the textbook, page 378

SYLLABUS

Element	Description	Benefit	Example
Strategy in Depth	For professors and students interested in understanding the full intellectual underpinnings of the field, we have included an optional Strategy in Depth feature in every chapter. Knowledge in strategic management continues to evolve rapidly, in ways that are well beyond what is normally included in introductory texts.	Customize your course as desired to provide enrichment material for advanced students.	223
Research Made Relevant	The Research Made Relevant feature highlights very current research findings related to some of the strategic topics discussed in that chapter.	Shows students the evolving nature of strategy.	47
Challenge Questions	These might be of an ethical or moral nature, forcing students to apply concepts across chapters, apply concepts to themselves, or extend chapter ideas in creative ways.	Requires students to think critically.	125
Problem Set	Problem Set asks students to apply theories and tools from the chapter. These often require calculations. They can be thought of as homework assignments. If students struggle with these problems, they might have trouble with the more complex cases. These problem sets are diagnostic in character.	Sharpens quantitative skills and provides a bridge between chapter material and case analysis.	157-158
Ethics and Strategy	Highlights some of the most important dilemmas faced by firms when creating and implementing strategies.	Helps students make better ethical decisions as managers.	208
Strategy in the Emerging Enterprise	A growing number of graduates work for small and medium-sized firms. This feature presents an extended example, in each chapter, of the unique strategic problems facing those employed in small and medium-sized firms.	This feature highlights the unique challenges of doing strategic analysis in emerging enterprises and small and medium-sized firms.	53

SOURCE: Textbook, page 378

I strongly believe that **learning is a continuous process**, which never ends. My aim is to create an eLearning environment where students succeed. The MBA800 course with its myLab Management portal is a perfect tool to support goals and objectives for this course. This **course resides on the Pearson portal, including all assignments are published in myLab Management.**

Students have an opportunity to improve homework by re-doing their assignments. Only EXAMS cannot be repeated, unless student present a special circumstance prior to exam start date.

2. COURSE DESCRIPTION

This capstone course gives students an opportunity to experience the many demands and managerial complexities placed on top managers. The course helps students integrate and apply what they have learned in functional business courses, as well as gain experience in using the techniques, tools, and skills of strategic analysis. Student teams engage a "live" organization in their field project and bring real world challenges they face back into the classroom.

Prerequisite: completion of all core courses

3. MBA PROGRAM LEARNING OUTCOMES

A graduate with a Master of Business Administration degree will be able to:

1. Examine financial tools and apply analysis to inform organizational decisions utilizing a knowledge of the issues central to financial management of an organization.
2. Apply concepts and processes of marketing and management to inform organizational decisions that enhance value creation.
3. Recommend the appropriate framework to analyze ethical dilemmas and inform organizational decisions.
4. Demonstrate economic data and knowledge of domestic and global economic environments literacy to support organizational decisions.
5. Identify appropriate leader actions for enhancing individual, group, and organization effectiveness in accordance with principles of leadership dynamics.
6. Assess and create strategy for organizations in specified business environments in accordance with central components and processes of strategic management.
7. Develop and present a strategic plan for organizations promoting service, justice, and peace within the community.

4. COURSE LEARNING OUTCOMES

As a Marianist university, our students acquired the ability to apply the business skills in alignment with Chaminade Marianist values.

At conclusion of the course, students will be able to:

1. Identify challenges that are experienced by the organizations in the marketplace.

2. Synthesize data and information to provide business-based solutions through reflection on practice and experience.

3. Recommend and justify conducting the plan of strategic management for the organization, annually, using the research skills in business management.

4. Recommend enterprise level strategies.

TEXTBOOK:
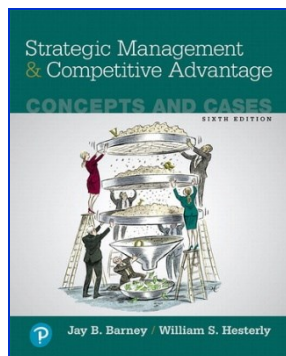
MBA-800-01-1 Strategic Management (3 Credits)

Textbook: **Jay B. Barney, William S. Hesterly "Strategic Management and Competitive Advantage: Concept and Cases,"** *Six Edition*,
Available |MYLAB
ISBN: 978-0-13-4744438 (textbook only)

Note: MyLab Management portal is used for this class. Portal comes with e-Text (electronic textbook) and access to myLab Management. This is a minimum package which is required for this course, $89.99 ISBN: 978-0-13-5838921

CUH bookstore have minimum requirements available, particularly if you have book vouchers. You can purchase this textbook from the Pearson Store at $24.99 with free shipping.

Additional resources:
"Developing Business Strategies" by Aaker, D.A.; New York: Wiley & Sons (2001) "Strategic Management, Concepts & Cases. A Competitive Advantage Approach." by Fred R. David et al, Pearson

MYLAB MANAGEMENT
The goal of the myLab Management is to provide students with a reliable, up-to-date, interactive, and engaging introduction to strategic management field by doing various forms of hands-on assignments. MyLab Management personalizes the learning experience and improves results for each student. MyLab Management portal features many videos, animations, interactive quizzes to foster students' comprehension of concepts, theories, and issues in this digitized business environment.

6. MARIANIST VALUES
An education in the *Marianist Tradition* is marked by five principles. This is an opportunity possible to reflect upon the role of these characteristics in the MBA education and development:[2]

1. **Educate for formation in faith.**
"As higher educational institutions, Marianist universities have kept, along with education in the disciplines, a commitment to the development of the whole person, which includes the dimension of religious faith and its personal appropriation and practice."

2. **Provide an integral quality education.**
"In the Marianist approach to education, "excellence" includes the whole person, not just the technician or rhetorician. It also includes people with their curricular and extra-curricular experiences, their intellectual and spiritual development, understood and supported best in and through community."

3. **Educate in family spirit.**
"Marianist educational experience fosters the development of a community characterized by a sense of family spirit that accepts each person with loving respect and draws everyone in the university into the challenge of building community. Community support for scholarship, friendship among faculty, staff and students, and participation in university governance characterize the Marianist University."

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[2] Characteristics of Marinist Universities: Chaminade University of Honolulu, St. Mary's University, University of Dayton, A Resource Paper, published in 1999, Republished in 2006

4. **Educate for service, justice, and peace.**

"The Marianist approach to higher education is deeply committed to the common good. The intellectual life itself is undertaken as a form of service in the interest of justice and peace, and the university curriculum is designed to connect the classroom with the wider world. In addition, Marianist universities extend a special concern for the poor and marginalized and promote the dignity, rights, and responsibilities of all peoples."

5. **Educate for adaptation and change.**

"In the midst of rapid social and technological change, Marianist universities readily adapt and change their methods and structures so that the wisdom of their educational philosophy and spirituality may be transmitted even more fully."

7. NATIVE HAWAIIAN VALUES

Education is an integral value in both Marianist and Native Hawaiian culture. Both recognize the transformative effect of a well-rounded, value-centered education on society, particularly in seeking justice for the marginalized, the forgotten, and the oppressed, always with an eye toward God (Ke Akua). This is reflected in the ‘Olelo No’eau (Hawaiian proverbs) and Marianist core beliefs:

1. Educate for Formation in Faith (Mana) E ola au i ke akua (‘Ōlelo No’eau 364) May I live by God.
2. Provide an Integral, Quality Education (Na’auao) Lawe i ka ma‘alea a kū‘ono‘ono (‘Ōlelo No’eau 1957) Acquire skill and make it deep.
3. Educate in Family Spirit (‘Ohana) ‘Ike aku, ‘ike mai, kōkua aku kōkua mai; pela iho la ka nohana ‘ohana (‘Ōlelo No’eau 1200) Recognize others, be recognized, help others, be helped; such is a family relationship.
4. Educate for Service, Justice, and Peace (Aloha) Ka lama kū o ka no‘eau (‘Ōlelo No’eau 1430) Education is the standing torch of wisdom.
5. Educate for Adaptation and Change (Aina) ‘A‘ohe pau ka ‘ike i ka hālau ho‘okahi (‘Ōlelo No’eau 203) All knowledge is not taught in the same school.

8. TITLE IX COMPLIANCE

Chaminade University of Honolulu recognizes the inherent dignity of all individuals and promotes respect for all people. Sexual misconduct, physical and/or psychological abuse will NOT be tolerated at CUH. If you have been the victim of sexual misconduct, physical and/or psychological abuse, we encourage you to report this matter promptly. As a faculty member, I am interested in promoting a safe and healthy environment, and should I learn of any sexual misconduct, physical and/or psychological abuse, I must report the matter to the Title IX Coordinator. If you or someone you know has been harassed or assaulted, you can find the appropriate resources by visiting Campus Ministry, the Dean of Students Office, the Counseling Center, or the Office for Compliance and Personnel Services.

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9. ASSESSMENT AND GRADING

Late assignments
Student is responsible for contacting educator how to make-up past due assignments. Student must notify the educator before any posted due date if student is unable to take the exam at the allotted time.

Final grade for the MBA800 course will be calculated as a weighted average of all assignments. Assignments will be posted on the **myLab Management portal** and entered into CUH Grading System.

A weekly COMMUNICATION email will be sent to students to inform about week agenda. Assignments on myLab Management portal **must be** completed within the two weeks as assigned.

Grading will be based on the following table:

GRADING YOUR ACCOMPLISHMENTS:	GRADE SCALE:
Homework assignments	A = 90% – 100%
Quizzes & tests	B = 80% – 89%
Exams	C = 70% – 79%
Staying on schedule with assignments Priceless	

Note: I do not deduct points if student submit assignments within two weeks of assignment date. Student has to inform me that assigned date cannot be met for a reason (what is the reason) and student would like to secure a new agreed date.

Letter grades are given in all courses except those conducted on a credit/no credit basis. Grades are calculated from the student's assignments, class participation, quizzes, tests, term papers, reports, and exams. They are interpreted as follows:
- A → Outstanding scholarship and an unusual degree of intellectual initiative
- B → Superior work done in a consistent and intellectual manner
- C → Average grade indicating a competent grasp of subject matter
- D → Inferior work of the lowest passing grade, not satisfactory for fulfillment of prerequisite course work
- F → Failed to grasp the minimum subject matter; no credit given
- W → Withdrawal before published deadline
- I → The issuance of an "I" grade is not automatic. At the discretion of the faculty member, a grade of "I" may be assigned to a student who has successfully completed with at least a passing grade, a majority of the work of the course and who has an unavoidable and compelling reason the remainder of the work cannot be completed on schedule

IP → In progress; primarily used for thesis completion or practicum completion
AU → Audit
CR/NC → Credit/N

Learning is a continuous process. We learn every day by observing, solving problems, making mistakes and not to repeat them again. Student responsibility is discovering your own style of learning. Educators' responsibility is to crate learning environment that student can discover, learn, apply, and flourish.

10. UNIVERSITY POLICIES

Attendance policy
Attendance Policy does not apply to online eLearning courses.   Students follow schedule developed for the 10 weeks program of this course. Following scheduled assignments on myLab Management calendar is expected. This course resides on Pearson myLab Management portal and follows a cycle which starts on the current Monday through the following Monday, before 11:59 PM HST.

Academic Honesty
Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism. Questions of academic dishonesty in a particular class are first reviewed by the instructor who must make a report with recommendations to the Business School Dean.

Syllabus Modification
This syllabus is only a plan. The instructor may modify the plan during the course. The requirements of the course may be altered from those appearing in the syllabus. Further, the plan contains criteria by which the student's progress and performance in the course will be measured. These criteria may also be changed, and students will be notified.

Instructor and Student Communication

Questions for this course email to the instructor at maria.brownlow@chaminade.edu. Online, in-person and phone **808-739-8337** conferences are available. Response time will take place up to within 24 hours or earlier.

Discussion Groups:
1. Review discussion threads thoroughly before entering the discussion.
2. Maintain threads by using the "reply" button rather than starting a new topic.
3. Be respectful of others' ideas.
4. Read the comments of others thoroughly before entering your remarks.
5. Cooperate with group leaders in completing assigned tasks.
6. Be positive and constructive in group discussions.
7. Respond in a thoughtful and timely manner.

Chat online:
Introduce yourself to others in the chat session. Be polite. Choose words carefully. Do not use derogatory statements. Be concise in responding to others in the chat session. Be constructive in your comments.

Library
Provide a link to the Chaminade library, www.chaminade.edu/library.

Technical Support
For technical questions view the http://www.myLab Management.com/Student_Support or call Person Technical support at **1-844-292-7015.**

Contact the Chaminade IT Helpdesk for technical issues:
helpdesk@chaminade.edu or call (808) 735-4855

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