



School of Business and Communication (SBC)

General MBA Program

MBA 802 Business Strategy and Decision-Making (IS Course)

Meeting location and Class meeting schedule: Canvas, Online Asynchronous

Credits: 4

Section: #90-3

Term: Accelerated Winter 2026

Instructor Information

Instructor:	Eduard O. Merc, PhD, MBA, PMP
Email:	Eduard.Merc@chaminade.edu
Phone:	808-739-7589 (SBC Office)
Office Location:	Online/By Appointment
Office Hours:	(If needed) Mondays, 4PM-5PM HST
Virtual Office (Google Meet)	https://meet.google.com/hfp-osce-yat
Virtual Office Hours:	(If needed) Mondays from 4PM to 5PM HST

Communication

If you communicate via CUH official email, which is preferred, please do so through the Canvas course page. I will respond to your emails within 24 to 48 hours Monday through Friday unless I have notified the class of an alternate time frame due to possible travel.

School & Department Information

School of Business & Communication

Office Location: Kieffer Hall, Room 12

Phone: (808) 739-8369

If you have questions regarding the MBA program, reach out to your Instructor or the School of Business & Communication.

Course Description & Materials

Catalog Course Description for MBA 802 Business Strategy and Decision-Making

This capstone course for MBA students provides an opportunity for students to experience the demands and managerial complexities that executives must face. It will help students apply what they have learned in their functional business courses and put theory into practice and

integrate the most important core learnings from their MBA experience. This course will therefore help students gain experience in using the techniques, tools, and skills of strategic analysis, and decision making as well as applying the framework of sustainable business practice to help community organizations solve critical strategic challenges.

Co-requisites or Prerequisites: Students must have completed all MBA core courses in order to register for this course.

Course Overview

MBA 802-90-3 is an advanced capstone course in business strategy and decision making, built upon the integrative framework presented in *Strategic Management: Theory & Cases* by Hill and Schilling. This course provides a comprehensive exploration of how firms achieve and sustain competitive advantage through thoughtful strategy formulation and execution. Using the textbook's balanced approach to theory and practical application, students will examine the interplay between external opportunities and internal capabilities, with an emphasis on dynamic industry environments and shifting global landscapes.

The course emphasizes the strategic management process from both corporate and business-level perspectives. Students will engage with tools such as SWOT, VRIO, value chain analysis, and the five forces model to critically assess firm positioning and strategic options. Particular attention is paid to the evolving role of innovation, technology, and global strategy as covered in the textbook, enabling students to understand not just how strategies are developed, but also how they are successfully implemented and adapted in a rapidly changing world.

As the culminating experience in the MBA program, this course challenges students to integrate concepts from finance, marketing, operations, and leadership into strategic decisions. Through real-world case analyses, collaborative discussions, and a capstone simulation or project, students will sharpen their ability to think strategically, act decisively, and lead with purpose. The textbook's integrated approach offers a rigorous yet accessible guide for navigating the complexities of strategy in practice.

Time Allocation

This is a four-credit hour course requiring 180 clock hours of student engagement, per the official CUH Credit Hour Policy. Students enrolled in this course are anticipated to spend 15 hours in reading the assigned textbook content and/or watching class recordings (if applicable); 15 hours reviewing weekly lectures and supplemental videos; 40 hours researching information, doing analysis as well as presentation design and delivery for five report outs on your focal organization, 40 hours preparing your final strategy research paper and presentation;

1.5 hours completing the MBA Program Exam; 1 hour completing the Strategy Applications Case and .5 hours completing the MBA Program Exit Survey . There will be an additional 67 to 70 hours of work required beyond what is listed here (for case study course readings), averaging 6 to 7 hours each week.

Required Materials

Strategic Management: Theory & Cases: An Integrated Approach

by Charles W. L. Hill, Melissa A. Schilling

14th Edition

(Amazon: <https://amzn.to/45SPraF> or Cengage: <https://www.cengage.com/c/strategic-management-theory-cases-an-integrated-approach-14e-hill-schilling/9780357716625/>)

Recommended Items

None

Canvas LSM System (<https://chaminade.instructure.com/courses/36767>)

Canvas is the learning management system (LMS) that will be used in this course. All course information will be contained in the weekly modules, which will include an overview for the week, things to read for that week, things to watch for that week and the place to submit any assignment that may be due that week. In addition, the gradebook will be kept up-to-date each week so that you can track your progress in the course. Slide sets for each weekly lecture will be posted in the Files/Module section of the course page following the posting of the weekly module. Modules will be posted in sets that relate to the sequence of the official textbook chapters. NOTE: The Week 10 module will contain the MBA program assessment tasks that will be completed in this course.

Learning Outcomes

Program Learning Outcomes (PLOs)

Upon completion of the MBA program, the student will be able to demonstrate an understanding of the central components and processes of strategic management and the ability to assess and create appropriate strategies for specified organizations in identified business environments.

Course Learning Outcomes (CLOs)

Upon completion of MBA 802 Business Strategy and Decision-Making, the student will be able to:

- Analyze complex business environments using strategic tools such as SWOT, VRIO, Porter's Five Forces, and value chain analysis to assess organizational positioning and external competitiveness.
- Evaluate corporate- and business-level strategies in both domestic and global contexts, considering factors such as innovation, sustainability, and strategic alignment with organizational goals.
- Integrate cross-functional knowledge from finance, marketing, operations, and leadership to support evidence-based strategic decision making under conditions of uncertainty.
- Formulate actionable strategic plans that address long-term growth, risk mitigation, and global market dynamics, supported by qualitative and quantitative data analysis.
- Create and defend a comprehensive capstone strategy project or simulation that demonstrates the ability to think critically, make informed decisions, and lead strategic initiatives in a real-world business scenario.

Marianist Values

This class represents one component of your education at Chaminade University of Honolulu. An education in the Marianist Tradition is marked by five principles and you should take every opportunity possible to reflect upon the role of these characteristics in your education and development:

1. Education for formation in faith.
2. Provide an integral, quality education.
3. Educate in family spirit.
4. Educate for service, justice and peace, and integrity of creation.
5. Educate for adaptation and change.

Strategy development and implementation is a central way that organizations work to respond effectively to happenings in the world. Shifts in customer preferences or competitor strategies, for example, may cause an organization to alter its own direction. Strategy, after all, is a tool for helping an organization to leverage its capacities to meet market needs and interests. As such, strategy and strategic management is about adapting and changing to successfully engage a changing world. Developing your strategic thinking is a central facet of the Marianist character of your MBA program at Chaminade University.

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 (‘Olelo 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 (‘Olelo 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 (‘Olelo 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 (‘Olelo 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 (‘Olelo No’eau 203) All knowledge is not taught in the same school

Alignment of Course Learning Outcomes

	CLO 1	CLO 2	CLO 3	CLO 4
Marianist Values	X	X	X	X
PLOs	X	X	X	X
Native Hawaiian Values	X	X	X	X
Gen Ed Learning Outcomes				

Course Activities (Due every Sunday at 11:59PM HST in Canvas LSM System)

Weekly Discussion Assignments (Weeks 1–10)

Each week, students will participate in an in-depth discussion forum centered on key strategic themes from the weekly module. These assignments encourage critical reflection, application of theory to real-world examples, and peer-to-peer engagement. Topics include competitive forces, internal capabilities, strategic leadership, global expansion, innovation, sustainability, and strategy implementation. Students are expected to support their arguments with insights

from the textbook, scholarly sources, and personal or professional experiences, fostering higher-order thinking and collaborative learning.

(Individual/Group): Aloha Tank Assignment: Strategic Business Plan Proposal

In this important assignment, you will develop a one-page business plan proposal aligned with the Aloha Tank Business Plan Competition. This assignment will serve as both a class deliverable and a required entry into the competition (virtual or in-person competition). You will apply the strategic tools and frameworks learned throughout the course to develop a novel, socially responsible, and sustainable business idea. Your proposal should consider value creation in the local (Hawai'i), regional (Asia/Pacific), or U.S. mainland contexts, addressing one or more of the following impact areas:

- *People (community empowerment, education, health)*
- *Environment (renewable energy, conservation, sustainability)*
- *Economic Resources (inclusive growth, circular economy)*
- *Culture (local heritage, arts, indigenous knowledge systems)*

Two Case Study Analysis Assignments (Week 3 and 6)

Students will complete three individual case study analyses that apply core concepts from the course to real companies and industries. Each case will challenge students to assess strategic problems, apply analytical tools, evaluate decision options, and propose actionable recommendations. Week 3 focuses on business-level strategy and competitive positioning, Week 6 explores global strategy and innovation, and Week 9 addresses strategic change and implementation. Students will be evaluated on their ability to integrate theory, data, and strategic insight in a structured, well-reasoned format.

Weekly Quizzes (Weeks 1–10)

To reinforce comprehension and retention of core concepts, students will complete a short quiz at the end of each module. These quizzes include a mix of multiple-choice and scenario-based questions derived from textbook readings, lectures, and case materials. Quizzes are designed to test understanding of strategic frameworks, terminology, and application skills, serving as a formative assessment to track learning progress across the course.

Final Group Project: Strategic Capstone Report, Presentation, and Recorded Official Delivery (Week 10)

In the final week, student teams will submit and present a comprehensive strategic analysis and decision-making project. Groups will select a company (real or simulated) and develop a full strategic report that includes environmental analysis, internal resource evaluation, competitive strategy formulation, risk assessment, and implementation planning. The project culminates in

a virtual presentation where teams defend their strategic recommendations to the class and instructor, simulating a real-world executive boardroom experience.

Course Policies

Attendance

As stated in the Chaminade University Catalog, students are expected to attend all classes for courses in which they are registered. Students are expected to attend all classes in which they are registered. The student should notify their instructors when illness or other extenuating circumstances prevents them from attending class and make arrangements to complete missed assignments. Not meeting the attendance requirements may result in lowering of the grade, withdrawal from the course, or failing the course. The instructor will specify and enforce expectations for online participation and receipt of assignments appropriate to the design of the course.

Excused Absences

Since it is expected that students will participate in all class sessions, excused absences are only granted in exceptional situations where evidence is provided by the student to the instructor. Students should notify their instructors when a situation prevents them from attending class and make arrangements to complete missed assignments. While notification of the instructor by a student that he/she will be absent is courteous, it does not necessarily mean the absence will be excused.

Unexcused Absences

Chaminade University student policy states that in cases where unexcused absences are equivalent to more than a week of classes, the instructor has the option of lowering the grade.

Late Work

As indicated above in the Homework section, I prefer great work to on-time work. Consequently, if you need extra time to complete an assignment, please let me know and feel free to take that extra time. At the same time no work will be accepted after the due date for the final strategy presentation. This course is fast-paced, given the amount of work you need to do to understand the organization you are focusing on this term and to develop strategy for that organization. Consequently, it is in your best interest not to fall behind in submitting work.

Extra Credit

There is an extra credit assignment that students will be able to complete only after completing all required homework assignments first.

Changes to the Syllabus

While the provisions of this syllabus are as accurate and complete as possible, your instructor reserves the right to change any provision herein at any time. Every effort will be made to keep you advised of such changes, and information about such changes will be available from your instructor.

Grades of Incomplete

No incomplete grades will be given in this capstone course.

Writing Policy

The expectation of this capstone course is that you are able to communicate to a professional audience effectively. Your writing in this course will be in your weekly report-outs and your final strategy presentation. In preparing your presentation slide sets, please attend to the following. There is no requirement to adhere to a specific format (APA, MLA, etc.) but please be consistent in following the format you choose.

- 1. Use proper syntax.**
- 2. Follow the rules of punctuation.**
- 3. Include citations for your source material.**

When presenting your findings in weekly report outs or your final strategy proposal, the inclusion of reputable sources will support your conclusions or recommendations and enhance your group's credibility. Including citations in your weekly report outs will make it easier for your group to access those sources as needed in developing your strategy proposal as well.

- 4. Proofread your group's work.**

Professional presentations are clear and easy to understand. They convey information in a way that demonstrates your group has done its research and analysis well. Errors in your presentation detract from positive perceptions of your group's competence and diligence. Points may be subtracted from scores for weekly report outs and your final strategy presentation for communication errors.

Online Course Guidelines

- As indicated above our online learning management system (LMS) platform is Canvas. Please make sure to review the Student Tutorial located on your course dashboard regarding instructions on accessing and submitting materials and assignments. Also, if you have any questions, please make sure to contact me and I can assist you on navigating the course. We will use Zoom for office hour meetings, and the link is provided in the Overview section of the weekly modules on Canvas.

- Netiquette Guidelines: Students should communicate with each other using the same common courtesy, politeness, and appropriate online behaviors as we would in a face-to-face environment. Communicate with your group members in a timely manner so that assignments are completed on time with the quality your group strives for.

Final Grades/Total Points Distribution

Final grades are submitted based on the following allocation of points (1,000 total points possible):

Assignments	Max Points
Weekly Module Quizzes	200
Weekly Module Discussions	200
Case Study Analysis (2)	100
Midterm Exam	100
Aloha Tank Assignment: Strategic Business Plan Proposal	120
Program Assessment – MBA Program Exam*	100
Program Assessment – Strategy Case Analysis (Final Group Project)	150
Program Assessment – MBA Program Exit Survey	30
Total	1,000

*The MBA Program Exam is provided by Peregrine Global Services. Peregrine’s privacy policies can be found at <https://peregrineglobal.com/privacy-policy/#:~:text=Peregrine%20Global%20Services%20adheres%20to,of%20the%20client%20or%20participant>.

The University’s grading scale is as follows:

- A = 90% and above
- B = 80-89%
- C = 70-79%
- F = 69% and below

Important Information

Academic Honesty

Academic honesty is an essential aspect of all learning, scholarship, and research. It is one of the values regarded most highly by academic communities throughout the world. Violations of the principle of academic honesty are extremely serious and will not be tolerated.

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or

to a University official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism, in addition to more obvious dishonesty.

Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendations to the Dean of the Academic Division. Punishment for academic dishonesty will be determined by the instructor and the Dean of Academic Division and may include an “F” grade for the work in question, an “F” grade for the course, suspension, or dismissal from the University.

For the most up to date information, please refer to the [Academic Honesty Policy](#) on the Chaminade University Catalog website.

[Title IX and Nondiscrimination Statement](#)

Chaminade University of Honolulu is committed to providing a learning, working and living environment that promotes the dignity of all people, inclusivity and mutual respect and is free of all forms of sex discrimination and gender-based violence, including sexual assault, sexual harassment, gender-based harassment, domestic violence, dating violence, and stalking. As a member of the University faculty, I am required to immediately report any incident of sex discrimination or gender-based violence to the campus Title IX Coordinator.

[Nondiscrimination Policy & Notice of Nondiscrimination](#)

Chaminade University of Honolulu does not discriminate on the basis of sex and prohibits sex discrimination in any education program or activity that it operates, as required by Title IX and its regulations, including in admission and employment. Inquiries about Title IX may be referred to the University’s Title IX Coordinator, the U.S. Department of Education’s Office for Civil Rights, or both and contact information may be found at the [Chaminade University Title IX Office Contact Information and Confidential Resources website](#). On-campus Confidential Resources may also be found here at [CAMPUS CONFIDENTIAL RESOURCES](#).

The University’s Nondiscrimination Policy and Grievance Procedures can be located on the University webpage at: <https://chaminade.edu/compliance/title-ix-nondiscrimination-policies-procedures/>.

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination under Title IX, please refer to the [Campus Incident Report form](#). Chaminade University of Honolulu prohibits sex discrimination in any education program or activity that it operates. The NOTICE of NONDISCRIMINATION can be found here: [Notice of Nondiscrimination](#).

CUH Alert Emergency Notification

To get the latest emergency communication from Chaminade University, students' cell numbers will be connected to Chaminade's emergency notification text system. When you log in to the Chaminade portal, you will be asked to provide some emergency contact information. If you provide a cellphone number, you will receive a text from our emergency notification system asking you to confirm your number. You must respond to that message to complete your registration and get emergency notifications on your phone.

Assessment for Student Work

With the goal of continuing to improve the quality of educational services offered to students, Chaminade University conducts assessments of student achievement of course, program, and institutional learning outcomes. Student work is used anonymously as the basis of these assessments, and the work you do in this course may be used in these assessment efforts.

Student with Disabilities Statement

Chaminade University of Honolulu offers accommodations for all actively enrolled students with disabilities in compliance with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and the ADA Amendments Act (2008).

Students are responsible for contacting Kokua Ike: Center for Student Learning to schedule an appointment. Verification of their disability will be requested through appropriate documentation and once received it will take up to approximately 2–3 weeks to review them. Appropriate paperwork will be completed by the student before notification will be sent out to their instructors. Accommodation paperwork will not be automatically sent out to instructors each semester, as the student is responsible to notify Kokua Ike via email at ada@chaminade.edu each semester if changes or notifications are needed.

Kōkua 'Ike: Tutoring & Learning Services

Chaminade is proud to offer free, one-on-one tutoring and writing assistance to all students. Tutoring and writing help is available on campus at Kōkua 'Ike: Center for Student Learning in a variety of subjects (including, but are not limited to biology, chemistry, math, nursing, English, etc.) from trained Peer and Professional Tutors. Please check [Kōkua 'Ike's](#) website for the latest times, list of drop-in hours, and information on scheduling an appointment. Free online tutoring is also available via TutorMe. Tutor Me can be accessed 24/7 from your Canvas account. Simply click on Account > TutorMe. For more information, please contact Kōkua 'Ike at tutoring@chaminade.edu or 808-739-8305.

Technical Assistance for Canvas Users:

- Search for help on specific topics or get tips in [Canvas Students](#)
- [Live chat with Canvas Support for students](#)
- Canvas Support Hotline for students: +1-833-209-6111
- Watch this [video to get you started](#)
- [Online tutorials](#): click on “Students” role to access tutorials
- Canvas privacy policy can be found at <https://www.instructure.com/policies/product-privacy-policy>
- Contact the Chaminade IT Helpdesk for technical issues: helpdesk@chaminade.edu or call (808) 735-4855

Course Schedule

Week of	Topic	Info	Due Dates
Week 1	Course Introduction Chapter 1. Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage	<ul style="list-style-type: none"> Assigned Chapter Readings; Chapter Quiz and Discussions 	This Sunday at 11:59PM in Canvas LMS Course System
Week 2	Chapter 2. External Analysis: The Identification of Opportunities and Threats	<ul style="list-style-type: none"> Assigned Chapter Readings; Chapter Quiz and Discussions 	This Sunday at 11:59PM in Canvas LMS Course System
Week 3	Chapter 3. Internal Analysis: Resources and Competitive Advantage Final Project: Team Identification	<ul style="list-style-type: none"> Assigned Chapter Readings; Chapter Quiz and Discussions Case Study Analysis #1 	This Sunday at 11:59PM in Canvas LMS Course System
Week 4	Chapter 4. Business-Level Strategy (SWOT, TOWS, VRIO, etc.)	<ul style="list-style-type: none"> Assigned Chapter Readings; Chapter Quiz and Discussions 	This Sunday at 11:59PM in Canvas LMS Course System
Week 5	Chapter 5. Building Competitive Advantage and Executing Business-Level Strategy Through Functional Strategy	<ul style="list-style-type: none"> Assigned Chapter Readings; Chapter Quiz and Discussions Midterm Exam 	This Sunday at 11:59PM in Canvas LMS Course System
Week 6	Chapter 6. Business-Level Strategy and the Industry Environment Final Project Check-In #1	<ul style="list-style-type: none"> Assigned Chapter Quiz and Discussions Case Study Analysis #2 	This Sunday at 11:59PM in Canvas LMS Course System
Week 7	Chapter 7. Strategy and Technology	<ul style="list-style-type: none"> Assigned Chapter Readings; Chapter Quiz and Discussions Aloha Tank Assignment: Strategic Business Plan Proposal 	This Sunday at 11:59PM in Canvas LMS Course System
Week 8	Chapter 8. Strategy in the Global Environment	<ul style="list-style-type: none"> Assigned Chapter Readings; Chapter Quiz and Discussions Aloha Tank Assignment: Strategic Business Plan Proposal 	This Sunday at 11:59PM in Canvas LMS Course System

Week 9	Chapter 11. Corporate Governance, Social Responsibility, and Ethics Final Project Check-In #2	<ul style="list-style-type: none"> Assigned Chapter Readings; Chapter Quiz and Discussions Aloha Tank Assignment: Strategic Business Plan Proposal 	This Sunday at 11:59PM in Canvas LMS Course System
Week 10	Chapter 12. Implementing Strategy Through Organization	<ul style="list-style-type: none"> Assigned Chapter Readings; Chapter Quiz and Discussions Program Assessment – MBA Program Exam* Program Assessment – Strategy Case Analysis (Final Project) Program Assessment – MBA Program Exit Survey 	This Sunday at 11:59PM in Canvas LMS Course System

Instructor Background Information



Eduard O. Merc, Ph.D., MBA, PMP

Adjunct Business Faculty, MIS, Business Analytics and Administration

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Dr. Eduard “Eddie” Merc, originally from Slovakia, Eastern Europe, has taught at the University level for over 16 years in areas such as international business management, global comparative management, computer science, entrepreneurship, business technology management, business data analytics, business statistics, operational management and business process management. Prior to teaching at Chaminade University of Honolulu, he taught extensively at Hawaii Pacific University, University of Hawai‘i at Mānoa, and Brigham Young University-Hawaii.

Professor Merc also has experience in the corporate and nonprofit sectors. As Interim Manager/Specialist, Leadership and Professional Development at Hawaiian Airlines, he designed and managed Leadership and Professional Development (LPD) curriculum and workshops. Then, as a Senior Manager in Educational Learning Design and Support (LDS), he managed various computer-based courses (CBTs) to provide technical and professional development training to over 1,800 + employees. Also, as a former Director of Adult Tennis Development at United States Tennis Association (USTA), Eddie managed one of the largest nonprofit programs in sports industry throughout Hawai‘i for 3 years.

Professor Merc is a proud member of the Hawai`i Air National Guard, where he serves as Financial Management Technician at Pearl Harbor-Hickam, and will soon be transitioning to Cyberspace Operations Command at Wheeler AFB.

Dr. Merc received his BS in Information Systems and BA in International Business from Brigham Young University-Hawaii, his MBA and MSIS from Hawaii Pacific University, and his Ph.D. in Education, with a concentration in Learning Design & Educational Technology Systems at University of Hawai`i at Mānoa.

Aloha!