

INSTRUCTOR: Bruce H. Monahan, MA
Office Hours: Thursday 2:15 – 3:15 or by appointment
Location – School of Business, Kieffer Hall - Room 27

Instructor's Chaminade Phone: 440 - 4253 (dial "253" if calling from campus)
Instructor's e-mail: bmonahan@chaminade.edu

E-mail a Class Requirement: Some of your assignments will require you to submit, "soft – copies" of: 1) Vocabulary Study Guides, 2) Issues for Review and Discussion, 3) Experiential Exercises, and Team Presentations, etc. to the Instructor. As Chaminade students, each of you is entitled to have a Chaminade Account at the Computer Center. If you prefer, you may use your personal e-mail. If you want me to review your draft-materials before you submit a final copy for grading or presentation (such as a case analysis), I will be happy to review your inputs and send your written feedback. Please send me an e-mail not later than Wednesday, 18 September identifying you e-mail address. Thank you. If you have questions, please speak to me personally.

COURSE TITLE: Strategic Management (BU 469 01)

TEXT: Strategic Management, Concept & Cases, 2001, 8th ed, 2001

PURPOSE:

1. Strategic Management is the capstone, integrative course in Chaminade University's Business Program. This is an exciting, challenging course that focuses on how firms formulate, implement and evaluate business strategies. Strategic-management concepts and techniques are studied.
2. The class will enhance student's skills in:
 - Investigating and analyzing strategic policy and operational issues;
 - Identifying major concerns, strengths and weaknesses, opportunities and threats impacting business and not for profit organizations;
 - Evaluating and quantifying the probable impacts of options/alternatives on the organization's stakeholders, and the public at large;
 - Preparing written summaries of the case; . . . and
 - Preparing oral presentations for presentation in class.
3. Students are expected to use the knowledge and skill they acquired from prior business courses in analyzing Strategic Management class materials and business cases. You are welcome to bring your old textbooks and class notes to class for use as references.

4. Students will be surveyed regarding the current knowledge, skill, and experience they obtained from earlier business classes. The instructor may provide additional coaching to students needing further support in prerequisite subject areas off-line, at a time and location to be determined.

APPROACH:

1. The first part of your Strategic Management course consists of interactive lectures on strategic-management processes and techniques. This will include and a quick scan of general management, marketing, and finance/accounting concepts and tools with which all students should be familiar give their prior course work.
2. Special attention is given to the integration of business concepts. A midterm on Chapters 1-5 will be given on Tuesday, October 1 and a second midterm on Chapter 6 – 9 will be given on Thursday, October 24.
3. During the first part of the course, the students will divide into two teams.
4. Team 1, will investigate the AOL Cohesion Case (starting on p 30 and continuing on pages 72, 120, 158, 192, 231, 271, 298 and 321.
5. Team 2, will focus on “Strategic Planning for My University” i.e. Chaminade University of Honolulu (CUH). Group 2 will investigate key strategic management issues on pages 48, 72, 120, 121, 158, 196, 234, 273, 299, and 321.
6. Both groups are expected relate the text materials and Instructor lectures to their respective case areas. The teams will use the same strategic analysis tools in their respective areas of focus. For example, both groups will identify the major strengths, weaknesses, opportunities and threats facing their respective organizations. While the information regarding AOL is in the text, Group 2 will need to gather information about CUH that is not in the text. In those circumstances, the Instructor will provide direction and support as needed.
7. During the second part of the course, the students in Teams 1 & 2 will be regrouped into three new teams (Team A, Team B and Team C). Students who have not led a team previously will be asked to take the lead. Students who have not prepared Power Point materials will be asked to prepare materials for the remaining cases. Students who have not prepared a financial analysis will be asked to take the lead. Our purpose is to reinforce student’s ability to quickly move from one team (teaming environment) to another and to take-on new responsibilities. This is a common business practice in many business organizations. The practice takes lots of work. It builds character and dramatically enhances technical competencies and leadership skills.
8. During the second part of the course Teams A, B & C will each present 50-minute interactive oral presentations of Strategic Management Cases. The groups will also answer questions from the class during and after their presentation.

9. The Instructor will provide hard and/or soft copies of templates to students to facilitate their data entry in a standard format. In addition, the Instructor will provide Team Leaders a "Team Member Peer Evaluation Form", which the leader will use to assess each members level of participation in team meetings and the define the value of their contribution. The instructor will personally prepare a Case Presentation Evaluation for each case analysis. Copies of the Peer Evaluation Form and Case Presentation Evaluation forms will be distributed to students.
10. Each group is responsible for providing copies of handouts, posters, analysis templates, Power Point overheads, etc. used by the team. These documents should be reproduced in sufficient quantity so that all students and the Instructor will receive copies. Depending on the speed we move through the text and student case presentations, each group should plan on analyzing and presenting two cases each.

CLASS REQUIREMENTS:

1. Prompt and regular attendance is expected of all students. If a student is absent for more than 3 times, 25 points will be deducted for each additional absence. Absences for medical reasons are not counted if a signed not by a doctor or health care provider is provided.
2. Students are expected to keep up with the reading assignments as listed on the syllabus and to complete a Vocabulary Study Guide for each chapter. There may be weekly quizzes on key terms and concepts taken from current or prior chapters. Students are required to keep a personal log tracking the number of terms in each chapter that they already know versus the number of terms that are new.
3. Students are expected to turn in written homework assignments when due. Late work may not be accepted, unless an exception is requested and agreed to by the instructor prior to due date. Late homework will be assessed a penalty of 25 points per class-day.
4. Students are expected to take exams as scheduled. NO make-ups will be given unless the student has notified the instructor BEFORE the test is administered that he/she will be unable to take the exam with the class.

CASE ANALYSIS & PRESENTATIONS OF CASES:

1. Students are required to prepare written analyses of business case as a part of their investigation of assigned cases. Student materials should conform to academic and professional standards for: Analysis, Critical Thinking and Argumentation. Refer to The Scott, Foresman Handbook for Writers, 6th edition by Hairston, Ruszkiewicz and Friend for guidance. Read and become conversant with the materials in the following chapters:
 - Ch 7 How Do You Write In College?
 - Ch 9 How Do You Read And Think Critically?
 - Ch 10 How Do You Interpret And Use Visual Texts? . . . and
 - Ch 11 How Can You Write Powerful Arguments?

- The instructor will provide information regarding which of the Exercises in Ch 1 thru Ch 9 require you to prepare a written analysis.

GRADING POLICY:

Course grades will be base on the following:

Scoring Element	Points	Grade	Points
1 st Midterm	150	A	1000 - 875
2 nd Midterm	150	B	864 - 600
Homework	200	C	599 - 400
Case Analyses (Individual + Team)	200	D	399 - 250
Class Paper	100	F	249/Below
Final Exam	200		
Total	1000		

COURSE OUTLINE (This May Change, Given the Pace of the Class)

#	Date	Focus	Assignment/Homework Due
<i>Intro - APPROACH TO CLASS & STUDENT / INSTRURCTOR EXPECTATIONS</i>			
1	Aug 27	Introduction	Read Text - Introduction, How to Analyze a Business Policy Case
2	Aug 29	Initial Case Analysis – Van Cams	Read Ch 1, The Nature of Strategic Management. Apply case analysis materials in analyzing and understanding the case and prepare to participate in-group exercises.
<i>Part One - INTRODUCTION:</i>			
3	Sept 03	Continued assessment of Van-Cams, and Ch 1, The Nature of Strategic Management	Read Chapter 2
<i>Part Two – STRATEGY FORMULATION:</i>			
4	Sept 05	Ch 1 Continued	
5	Sept 10	Ch 2 Discussion – The Business Mission	
6	Sept 12	Ch 2 Continued	Read Chapter 3
7	Sept 17	Ch 3 Discussion – The External Assessment	<ul style="list-style-type: none"> Class prerequisite assessment SWOT # 1
8	Sept 19	Review & discussion – Chs 1 to 3	Read Chapter 4

#	Date	Focus	Assignment/Homework Due
9	Sept 24	Chapter 4 Discussion – The Internal Assessment - <i>Question & Answers to define the applicability to AOL & School analyses.</i>	
10	Sept 26	Chapter 4 Discussion - Continued	Read Chapter 5
Part Three – STRATEGY IMPLEMENTATION:			
11	Oct 01	Chapter 5 Discussion – Strategies In Action - <i>Question & Answers to define the applicability to AOL & School analyses.</i>	Read Chapter 6
12	Oct 03	Midterm 1 Ch 1-5	
13	Oct 08	Chapter 6 Discussion – Strategy Analysis & Choice <i>Question & Answers to define the applicability to AOL & School analyses.</i>	Read Chapter 7
14	Oct 10		
15	Oct 15	Chapter 7 Discussion – Implementing Strategies: Management Issues - <i>Question & Answers to define the applicability to AOL & School analyses.</i>	Read Chapter 8
16	Oct 17	Ch 7 - Continued	
17	Oct 22	Chapter 8 Discussion - <i>Question & Answers to define the applicability to AOL & School analyses.</i>	Read Chapter 9
18	Oct 24	Midterm 2 Ch 6-9	Read & Review Assigned Case
Part Four – STRATEGY EVALUATION:			
19	Oct 29	<i>Review where we are and set stage</i>	Read & Prep Case # 1
20	Oct 31	Team 1 – Present Case 1	
21	Nov 05		Read & Prep Case # 2
22	Nov 07	Team 2 – Present Case 2	
23	Nov 12		Read & Prep Case # 3
24	Nov 14	Team 3 – Present Case 3	
25	Nov 19		Read & Prep Case # 4
26	Nov 21	Team A – Present Case 4	
27	Nov 26		Read & Prep Case # 5
28	Dec 03	Team B – Present Case 5	
29	Dec 05	Class Review	
30	Dec 10	Final Exam 8:00 – 10:00	