

Management 415 - Business Policy
Chaminade University of Honolulu, Room 107, Henry Hall
September I through December 10, 1998

Instructor: Dr. S. Vincent Shin, MA, MBA, ED.D
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Time: Tuesday, Thursday (12:30 PM to 1:50 PM hours), except holidays.

Text: Arthur A. Thompson, Jr. and A.J. Strickland III, *Strategic Management, Concepts and Cases*, 9th Ed., 1996.

I. Course Description:

Business Policy course encompasses the whole strategic management cycle--from defining the business, to strategy formulation, to implementation and execution, evaluating results, to reformulation and fine tuning of the organization plan. Each student will participate in analyzing, refuting and cross-examining the "real cases" involving business issues and challenges.

II. Course Objective:

This capstone course is designed to bring together the theories, knowledge, skills, abilities, and practicum. This course intends to draw heavily on real world environment in an effort to prepare graduating students into the world of work and business as practicing managers and managerial trainees. It will look at the task of managing through strategic eyes and thinking, and utilizing the tools and techniques of strategic analysis as they 'affect' both strategy formulation and implementation. This course will also integrate the various functional business disciplines of marketing, production, operations, finance, human resources, information systems etc., as the students enhance their analytical and research skills upon managers. The overriding pedagogical objective is to sharpen students' abilities to think strategically and diagnose situations from a strategic perspective

III. Major Assignments:

1. **Case Analysis:** Case will be analyzed by the Management Analysis Teams (MAT). Preparation of cases should follow the guidelines presented on pages 321 through 332 of the text. There will be a three element format to case presentations by the respective Management Analysis Team, viz:

a. **Presenters:** The presenting team will be allowed 20-25 minutes to present its analysis of the case. Each team member will analyze a functional area of the case and make his/her oral presentation. The case will be presented as a unified team effort.

b. **Refuters:** The refuting team will play "devil's advocate." The refuting team will be given a few minutes to caucus and then must argue against the position of the presenting team. This is a very difficult task as the refuting team will not have advanced information about the presenting team's analysis. Obviously, complete knowledge of the case will be necessary.

c. **Cross-Examiners:** The remaining Management Analysis Teams will be given an opportunity to participate and question the case analysis and refutation. Cross-examining teams will be free to question all positions and may even offer alternatives to the analyses; therefore, full knowledge of the case will be necessary.

Case Presentation Format: The presenting team will be given 20-25 minutes to present the case. The refuting team will be given a few minutes to caucus and then allowed approximately 10 minutes to argue against the presenting team. The presenting team will then be given 10 minutes to defend or conclude with reevaluation on their original position. The cross-examining teams will then be allowed to enter the arena and participate.

Evaluation: The instructor will evaluate all of the Management Analysis Teams and the individuals within each team. Peer evaluation will be taken into account. All teams are expected to be completely familiar with all cases. An individual's grade can be enhanced by full team competence.

Written Report: The presenting team of the case will submit an analysis paper developed as a team report. Each team member will contribute to the report with a two-page paper addressing her/his particular functional area of responsibility. The report will be typed, single spaced, and will have a cover page identifying the case and listing the respective team members and his/her specific functional area. The written report will be due at the time of the team presentation.

Refuting Team and Cross-Examining teams are not required to submit a written report on the cases. It is recommended, however, that the refuting team and cross-examining teams develop their own report as part of the analysis process.

2. **Term Project:** Each Management Analysis Team will conduct an analysis of a local company. This will provide an opportunity to bring the "real world" into the classroom. This project will probably be the most rewarding, profitable, and exciting part of the Business Policy course as it will offer students an opportunity to compare management theories with the practical application out in the world of business.

Each Management Analysis Team will visit a local private (for-profit) company large enough to have at least two levels of management, but small enough to be analyzed thoroughly. The company chosen will be discussed with and approved by the instructor by the fourth week of the semester.

Each team will make an oral presentation of 20 minutes discussing its term project and the company visited. The presenting team will also discuss the salient elements of its research and analyses. Visual aids should be utilized during presentation. The refuting team and cross examining teams will have participative responsibilities similar to those utilized in the case study method.

Each presenting team will submit a written report on its term project. The report will be due at the time of the presentation. The report will contain a minimum of 4 pages from each team member on her/his functional area of responsibility. The report will be typed, single spaced, and will have a cover page identifying the company analyzed and listing the respective team members and his/her specific functional area.

3. **Vignettes:** Each student will present two vignettes summarizing the salient points of a current article on a management topic. (1 page paper each.)

IV. Grades:

Mid Term	25 Points	A: 93-100
Final Examination	25 Points	B: 85-92
MAT Term Project	20 Points	C: 77-84
Case Analysis	20 Points	D: 70-76
Participation	<u>10 Points</u>	
	100 Points	F: Below 70

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Notes:

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COURSE OUTLINE

Tue	Sept 1:	Introduction. Overview of course objectives. Discuss course syllabus. Explanation of grading system. Assign Management Analysis Team (MATs). Discuss term project and guide to case analysis.	
Thr	Sept 3:	Chapt I	The strategic Management Process: An overview.
Tue	Sept 8:	Chapt 2	Three Strategy-Making Tasks.
Thr	Sept 10:	Chapt 3	Industry and Competitive Analysis.
Tue	Sept 15:	CASE: Ben & Jerry's Homemade, Inc. (p333)	
		Presenter:	MAT A, Refuter: MAT D
Thr	Sept 17:	Chapt 4	Company Situation Analysis.
Tue	Sept 22:	CASE: Hamilton Technologies, Inc. (P403)	
		Presenter:	MAT B, Refuter: MAT E
Thr	Sept 24:	Chapt 5	Strategy and Competitive Advantage
Tue	Sept 29:	CASE: The Whistle Golf Course (p471)	
		Presenter:	MAT C Refuter: MAT A
Thr	Oct 1:	CASE: Kentucky Fried Chicken and Global Fast-Food Industry (p489)	
		Presenter:	MAT D Refuter: MAT B
Tue	Oct 6:	Chapt 6	Matching Strategy to a Company's Situation.
Thr	Oct 8:	Vignettes. (Review/Video/Guest Speaker??)	
Tue	Oct 13:	****Mid-Term Examination****	
Thr	Oct 15:	Chapt 7	Corporate Diversification Strategies
Tue	Oct 20:	CASE: Supra Boats and the Competition Ski Boat Industry (p528)	
		Presenter:	MAT E, Refuter: MAT C
Thr	Oct 22:	CASE: Competition in the World Tire Industry, 1995 (p702)	
		Presenter:	MAT D, Refuter: MAT A
Tue	Oct 27:	Chapt 8	Strategic Analysis of Diversified Companies.
Thr	Oct 29:	CASE: The Black and Decker Corporation (p768)	
		Presenter:	MAT E, Refuter: MAT B.
Tue	Nov 3:	Chapt 9	Implementing Strategy: Core Competencies, Reengineering, and Structure.
Thr	Nov 5:	CASE: Motorola Inc. (p839)	
		Presenter:	MAT A, Refuter: MAT C

Tue	Nov 10:	CASE: Carmike Cinemas, Inc., in 1995 (P897)		
		Presenter: MAT B,	Refuter: MAT D	
Thr	Nov 12:	Chapt 10	Implementing Strategy: Budgets, Policies, Best Practices, Support Systems, & Rewards.	
Tue	Nov 17:	Vignettes.		
Thr	Nov 19:	CASE: Nintendo versus SEGA ©: Sex, violence, and videogames (P 1012)		
		Presenter: MAT C	Refuter: MAT E	
Tue	Nov 24:	Chapt 11	Implementing Strategy: Culture and Leadership	
Tue	Dec 1:	Term Project:	Presenter: MAT A	Refuter: MAT B
		Term Project:	Presenter: MAT B	Refuter: MAT C
Thr	Dec 3:	Term Project:	Presenter: MAT C	Refuter: MAT D
		Term Project:	Presenter: MAT D	Refuter: MAT E
Tue	Dec 8:	Term Project:	Presenter: MAT E	Refuter: MAT A
		Make-Ups	Review for Exam	
Thr	Apr 30:	****Final Examination****		