

**Management 415 - Business Policy**  
Chaminade University of Honolulu, Room 107, Henry Hall  
January 12 through May 7, 1998

Instructor: Dr. S. Vincent Shin, MA, MBA, ED.D

Office Hours: By appointment: Tel & Fax (808) 377-3650, [E-Mail: vshin@aol.com](mailto:vshin@aol.com)

Time: Tuesday, Thursday (12:30 PM to 1:50 PM hours), except holidays.

Text: Arthur A. Thompson, Jr. And A.J. Strickland 111, ***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.

### **11. 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

### **11. 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. Per 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.

## MGT 415 - Business Policy

### COURSE OUTLINE

Tue	Jan 13:	Introduction. Overview of course objectives. Discuss <b>course</b> syllabus. Explanation of grading system. Assign Management Analysis Team (MATS). Discuss term project and guide to case analysis.			
Thr	Jan 15:	Chapt 1	The strategic Management Process: An overview.		
Tue	Jan 20:	Chapt 2	Three <b>Strategy-Making</b> Tasks.		
Thr	Jan 22:	Chapt 3	Industry and Competitive Analysis.		
Tue	Jan 27:	CASE: Ben & Jerry's Homemade, Inc. (p333)			
		Presenter:	MAT A,	Refuter:	MAT D
Thr	Jan 29:	Chapt 4	Company Situation Analysis.		
Tue	Feb 3:	CASE: Hamilton Technologies, Inc. (P403)			
		Presenter:	MAT B,	Refuter:	MAT E
Thr	Feb 5:	Chapt 5	Strategy and Competitive Advantage		
Tue	Feb 10:	CASE: The Whistle Golf Course (p471)			
		Presenter:	MAT C	Refuter:	MAT A
Thr	Feb 12:	CASE: Kentucky Fried Chicken and Global Fast-Food Industry (p489)			
		Presenter:	MAT D	Refuter:	MAT B
Tue	Feb 17:	Chapt 6	Matching Strategy to a Company's Situation.		
Thr	Feb 19:	Vignettes.			
Tue	Feb 24:	Review/Video/Guest Speaker			
Thr	Feb 26:	****Mid-Term Examination****			
Tue	Mar 3:	Chapt 7	Corporate Diversification Strategies		
Thr	Mar 5:	CASE: Supra Boats and the Competition Ski Boat Industry (p528)			
		Presenter:	MAT E,	Refuter:	MAT C
Tue	Mar 10:	CASE: Competition in <del>the</del> World Tire <b>Industry</b> , 1995 (p702)			
		Presenter:	MAT D,	Refuter:	MAT A
Thr	Mar 12:	Chapt 8	Strategic Analysis of Diversified Companies.		
Tue	Mar 17:	CASE: The Black and Decker <b>Corporation</b> (p768)			
		Presenter:	MAT E,	Refuter:	MAT B
Thr	Mar 19:	Chapt 9	Implementing Strategy: Core Competencies, Reengineering, and Structure.		
March 23 - March 27:		***Spring Break: No Classes***			

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	25 Points	C: 77-84
Case Analysis/Participation/quizzes	25 Points	D: 70-76
	100 Points	F: Below 70

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