



Benedictine University

*Margaret and Harold Moser College
of Adult and Professional Studies*

Master of Business Administration

Mission

Moser College embodies the values of respect, excellence, collaboration, and professionalism.

We are committed to delivering innovative and dynamic programs designed for adult students who are dedicated to enhancing their professional, local, and global communities.

Vision

Moser College strives to become one of the leading university colleges in the nation.

Syllabus

MBA 671 – Strategic Management

Instructor: _____

Office Hours: Before or after class, and by appointment.

Phone Number: _____

Email address: _____

REQUIRED TEXT

Thompson, A.A., Strickland III, A.J. & Gamble, J.E. (2010). *Crafting and executing strategy quest for competitive advantage: Concepts and cases.* (17th ed.). ISBN: 9780073530420

Case study bundle available through the Benedictine University only. The bundle should include the cases listed below.

CASE STUDIES:

- The following Harvard Business case studies:
 - Team Case Selections:
 - Apple Computer
 - Dell Online
 - Starbucks
 - Phil Knight: Managing Nike's Transformation
 - Coors Brewing Company, Inc.
 - Airbus Versus Boeing (A)
 - General Motors

***Students should keep this textbook and case studies for MBA-680 Capstone.**

- Business Plan template, which the instructor will provide at the beginning of the course

COURSE DESCRIPTION

This course is designed to improve students' ability to understand and apply principles and theories of strategic management in order to move a company forward in the global marketplace that has become increasingly competitive. Topics covered include devising a mission and vision statement for the firm, evaluating the external and internal environments, identifying the competitive forces, developing and implementing strategies, implementing and monitoring selected strategies, and developing contingency plans. This will be accomplished through the use of both individual and team case analyses along with a end of term classroom presentation.

EDUCATIONAL OBJECTIVES

Given regular class attendance, participation in class, successful reading of course readings and completion of assignments, you will be able to achieve the following educational outcomes:

Knowledge:

- Understand and explain the nature of strategic management and its' application across all industries
- Recognize the importance of strategic decision making and the need for contingency plans in an ever changing competitive marketplace
- Comprehend the importance of business activities from a global perspective.
- Understand and appreciate the problems that managers and organizations face

Skills:

- Review current organizational practices and apply knowledge gained to improve an organization's performance
- Implement policies to solve business problems
- Perform a SWOT analysis and offer improvement suggestions
- Offer contingency plans to suggested solutions

Values and Ethics:

- Develop a heightened awareness of the impacts that economics, politics, and technology play in assessing a firm's future plans.
- Improve their critical thinking skills to consider an organization's values and ethics within their decisions
- Apply their knowledge and expertise to help the University, the local community, their organization, and the global community to become better places in which to work and live

METHODS OF LEARNING AND TEACHING

To accommodate different learning styles I will employ a variety of teaching methods on the course. Methods include presentation/lecture, class discussion, case analysis, video recordings, guest speakers and small group exercises.

STUDY GROUPS

The adult programs at Benedictine University are built on the assumption that adult students will take responsibility for self-directed learning. You are expected to actively seek answers to your questions, identify and develop resources, and work cooperatively with the instructor and other members of the class to achieve the stated learning outcomes. In addition, you must develop essential life/work interpersonal skills such as conflict resolution, negotiation, and team accomplishment of a common objective.

The study group is one of the chief tools provided in the MBA program to help you practice self-directed learning and develop interpersonal skills for the workplace. Through study groups, you share the learning responsibilities and manage more information than can be achieved through individual effort. The accelerated format of the groups serve as mutual support mechanisms in which you learn more efficient problem solving in various areas from the professional expertise of your peers. The study group member makes the commitment to work together and assist each other in meeting the objectives of the course.

Each MBA cohort forms four to six study groups with three to five members per group during the first course. (Every student must be a member of a study group in each course). Each of these study groups writes a “team constitution” describing how the group functions and how it deals with controversy. Study groups may be reorganized at the discretion of the instructor of each course. For example, for a math or computer course, the groups may be reorganized so that each includes members with varying quantitative skill levels.

Study groups are required to meet outside class time for a minimum of four hours per week to discuss and prepare group assignments and to share learning resources. Each course has assignments for the study groups, and all course grades recognize study group projects as well as independent work.

Study group controversies should be resolved with the group whenever possible. The instructor or study group members may ask for suitable intervention from the AABA Academic Program Coordinator in the event of irresolvable conflict.

GRADING CRITERIA

The course grade will be compiled based on the following:

Student Preparation and Active Participation	10%	100
Individual Company Analysis (Week 2)	20%	200
Individual Company Analysis (Week 5)	20%	200
Study Group Team Case Analysis	20%	200
Study Group Team Presentation	10%	100
Business Plan	20%	200
<u>TOTALS</u>	<u>100%</u>	<u>1000</u>

The grading scale is as follows:

A = 900-1000

B = 800-899

C = 700-799

D = 600-699

F = 0-599

COURSE OUTLINE

WEEK / DATE	TOPICS COVERED	ASSIGNED READINGS / ASSIGNMENTS DUE
Week One	What is Strategy Leading the Process Evaluating External Forces	Chapters 1,2, & 3 Review Case 1, Whole Foods in textbook Team selection of written case/presentation & Business plan projects
Week Two	Company Resources/Competitive Position Five Competitive Strategies	Chapters 4 & 5 1 st Individual Written Case Due Review Case 18, Adidas in textbook
Week Three	Other Strategy Choices Competing Internationally Managing Diversification	Chapters 6,7, & 8 Review Case 23, Southwest Airlines in textbook

Week Four	Ethical Business Strategies Strategy Execution	Chapters 9 & 10 Review Case 26, Detecting Unethical Practices in textbook
Week Five	Managing Internal Operations Corporate Culture	Chapters 11 & 12 2 nd Individual Written Case Due Review Case 25, E & J Gallo in textbook
Week Six	Ethics Social Responsibility	Review Case 24, Shangri-La Hotels in textbook Submit Business Plan Present/Submit Group Case Study

Weekly Reading Assignments

It is imperative that you read the assigned chapters prior to each class. Read the entire chapter, excluding exercises and case studies unless otherwise stipulated. Take informal notes while reading to aid you in class participation while discussing chapter topics.

SUBMISSION OF WORK POLICY

Any assigned work submitted late, for any unexcused reason, will receive a lowered grade (one-third of a grade for each day after the due date)

ATTENDANCE/LATENESS POLICIES

A student is required to contact their instructor in advance if they are going to miss a class session.

Because of the accelerated nature of the cohort programs, student attendance at all class meetings is mandatory. Nevertheless, there will be circumstances from time to time that prevent a student from attending class. Each instructor will explain their policy on late assignments, make-up quizzes/tests, etc., at the beginning of the course. The instructor will decide if the student can complete the course with a passing grade if the student misses one or two classes. At the discretion of the instructor, the student may receive a lower grade because of an absence or absences due to early dismissals. The instructor will make every effort to accommodate emergencies that may occasionally prevent a student from attending class.

Students who miss three or more classes in any course will not receive credit for the course. The student will be administratively withdrawn from the course and will be assigned a grade of “F”. No incomplete grades will be awarded in this instance. Students who are administratively withdrawn because of absences will be required to retake the course at a later date. They will not receive a refund and must take the course at the tuition rate in effect at the time of the latter course enrollment.

BREAKS

Students are allowed to take one (1) fifteen (15) minute break time per four (4) hour class meeting. Instructors will determine when breaks will be taken.

TARDINESS

Because of the limited time available to conduct in-class activities, punctuality is mandatory. If consistent tardiness is observed, faculty members may take action they deem appropriate.

LEAVING CLASS EARLY

Students will typically inform faculty, at least twenty-four hours before class, if they need to leave early due to extenuating circumstances. Failure to contact and/or inform the instructor may result in an absence for the class session.

If any student misses more than the maximum classes allowed:

- A grade of “F” automatically will be assigned.
- No incomplete grades will be awarded in this instance.
- Students will be required to retake the course at a later date with another cohort or in the traditional or accelerated bachelor level programs.
- The student will not receive a refund and must retake the course at the tuition rate in effect at the time of the latter course enrollment.

WITHDRAWAL POLICY

Approval to withdraw from a course or to change registration, in any way, must be received by the academic advisor. Non-attendance of classes or study groups will not constitute a legitimate withdrawal. A student may withdraw from this course before completion of two-thirds of the course by filing the proper form with the academic advisor.

If a student chooses to withdraw from this course, the student must do so in writing to their academic advisor 24 hours before the start date of the 4th class session. Withdrawal

requests will not be granted to students once the deadline for this course has passed. If a student has any questions on this policy, the student should contact his/her advisor.

AVAILABLE SUPPORT

If you have a documented learning, psychological, or physical disability, you may be eligible for reasonable academic accommodations or services. To request accommodations or services, please contact the Academic Resource Center, 249 Kindlon Hall, (630) 829-6512. All students are expected to fulfill essential course requirements. The University will not waive any essential skill or requirement of a course or degree program.

A student whose religious obligation conflicts with a course requirement may request an academic accommodation from the instructor. Students must make such requests in writing by the end of the first week of class.

ACADEMIC HONESTY POLICY

To ensure a comprehensive and authentic education, the student is responsible for planning their academic program and progress, and for evidencing academic performance with honesty and integrity. Intended learning cannot be evidenced if one misrepresents the work of others as his/her own. Benedictine encourages students to assist one another through collaborations such as tutoring and group projects; however, each student is accountable for work submitted to meet their requirements.

In accordance with the policy of academic honesty, the following activities are prohibited:

- Giving or receiving unauthorized aid on a quiz or examination
- Taking an exam or performing homework assigned for another student, or arranging to have it done.
- Plagiarism (submitting the work and/or ideas of others without giving proper credit).
- Falsifying data or other results.
- Using material, information, or sources specifically and legitimately restricted by the instructor.
- Sabotaging the work of others.
- Altering academic records.

Class One

TEAM OBJECTIVES

As a team select BOTH of the cases that will be due in Week 6 of our course. One of the cases is the “Study Team Case Analysis” and the other is the “Study Team Business Plan Analysis”. Cases are selected from Part 2 of our textbook and must exclude those already assigned in weekly class assignments. See Appendices for additional information on both of these assignments.

INDIVIDUAL OBJECTIVES

Review Case 1 in the text (Part 2 of your textbook) “Whole Foods market in 2008: Mission, Core Values, and Strategy” and prepare notes on the following class discussion topics:

1. What are the chief elements of the strategy that Whole Foods Market is Pursuing?
2. Is the strategy well matched to recent development and conditions in the natural and organic foods segment of the food retailing industry?
3. Do you think John Mackey has a good strategic vision for Whole Foods? Why or why not? What do you like/dislike about the company’s motto “Whole Foods, Whole People, Whole Planet?” Do the motto and the principles underlying it (Exhibit 1) really matter at this company or are they just nice words and cosmetic window dressing? Explain.
4. Do Whole Foods Market’s core values as presented in case Exhibit 3 really matter? Are they “real” or just cosmetic window dressing? What evidence can you cite to support your answer? Have Whole Foods’ core values contributed to the company’s success? Why or why not?
5. How well is Whole Foods Market performing from a financial perspective? Do some number crunching using the data in case Exhibits 9 and 10 to support your answer. Use the financial ratios presented in Table 4.1 of Chapter 4 (pages 104-105) as a basis for doing your assessment of the company’s financial statements and financial condition.
6. How well is Whole Foods Market performing from a strategic perspective? Does Whole Foods enjoy a competitive advantage over its rivals? Does the company have a winning strategy?
7. Do you approve of the decision to acquire Wild Oats Market? What pros and cons do you see?
8. Were John Mackey’s Internet postings unethical or in any way inappropriate? What actions, if any, should the company’s board of directors take with regard to his Internet posting and blogs?

9. What recommendations would you make to John Mackey regarding the actions that Whole Foods' management needs to take to get through the recession that began in earnest in 2008? Should the company severely cut back on opening so many new stores? Should the company vigorously contest the reopening of the FTC's challenge to the Wild Oats acquisition? Are any other strategy changes needed?

Begin work on your first Individual Written Case Analysis. This case study is expected to be between 3-5 pages in length excluding the cover and reference pages. You are expected to go beyond simple responses to the actual case questions and offer your analysis and recommendations that can be supported and justified along the way.

Our first written case analysis is Case 6, "*Dell Inc. in 2008: Can it Overtake Hewlett Packard as the World Leader in Personal Computers?*" and is located in Part 2 of your textbook. This assignment is due in week 2.

Please be certain to address the following questions in your case analysis:

1. What is your evaluation of Michael Dell's performance in his roles as Dell's CEO and Chairman? How well has he performed the five tasks of crafting and executing strategy that were discussed in Chapter 2?
2. What are the elements of Dell's strategy? Which one of the five generic strategies is Dell employing? How well do the different pieces of Dell's strategy fit together? In what ways is Dell's strategy evolving?
3. Does Dell's expansion into other IT products and services make good strategic sense? Why or why not?
4. Is Dell's strategy working? What is your assessment of the financial performance that Dell's strategy has delivered during fiscal years 2000-2008? Use the financial ratios presented in Table 4.1 of Chapter 4 (pages 104-105) as the basis for doing your calculations and drawing conclusions about Dell's performance.
5. What does a SWOT analysis reveal about the attractiveness of Dell's situation in 2008?
6. Which company is competitively stronger—Dell or Hewlett Packard? Use the weighted competitive strength assessment methodology shown in Table 4.4 of Chapter 4 to support your answer.
7. In what respects, if any, is Hewlett Packard's strategy in PC's more appealing or better than Dell's strategy?
8. What issues and problems does Michael Dell need to address?
9. What actions and strategy changes would you recommend to Michael Dell to boost the company's performance and its prospects for overtaking HP in global sales of PC's?

Class Two

TEAM OBJECTIVES

Suggested group project milestones

Mission and Vision Statements

Rewrite your group project company's mission and vision statement as a result of Class One's discussion on mission and vision statements. Include all nine components of a mission statement in your revised mission statement. Be sure your new vision statement is future oriented, such as "By the year 2025..."

Strategic and Financial Objectives

Develop one 5 year financial objective and one 5 year strategic objective for your company. These two objectives must be quantitative, measurable, realistic, understandable, specific, and obtainable. "By the year 2010, ..." Identify the dominant characteristics and key success factors for the industry.

External Analysis

Develop an external analysis for your company. Select at least one from each of the following categories: economic variables, social, cultural, demographic, environmental variables, political, governmental, legal, technological forces, global forces, and the five forces of competition. Divide these factors into Opportunities and Threats. Be sure that you have 5 to 10 each Opportunities and Threats. Threats are external factors that impact all companies in that industry, along with important opportunities that affect success in that industry. Place an asterisk by the three most important Opportunities and Threats

Please keep track of your references as you perform the research necessary to complete this assignment.

INDIVIDUAL OBJECTIVES

Review Case 18 in the text (Part 2 of your textbook) "Adidas in 2008: "Has Corporate Restructuring Increased Shareholder Value?" and prepare notes on the following class discussion topics:

1. What is Adidas' corporate strategy? Was there a common strategic approach utilized in managing the company's lineup of sporting goods businesses prior to its 2005-2006 restructuring? Has the corporate strategy changed with restructuring?

2. What is your evaluation of Adidas' line-up of businesses in 2008? What does a 9 cell industry attractiveness/business strength matrix displaying Adidas' unit look like?
3. Does Adidas' business line up exhibit good strategic fit? What value-chain match-ups exist? What opportunities for skills transfer, cost sharing, or brand sharing are evident? Prior to its divestiture, what kind of strategic fits existed between Adidas' core business and its Salomon business unit?
4. Has Adidas' business line-up exhibited good resource fit between 1998 and 2007? What have been the financial characteristics of its major business segments during that time period? Which businesses might have been considered cash hogs and cash cows?
5. Based on your analysis of Adidas businesses, did the restructuring undertaken in 2005 and 2006 make sense? Does it appear the acquisition of Reebok International will produce higher returns for shareholders? What strategic actions should Adidas' top management initiate to improve the company's financial and market performance now that restructuring is complete?

Class Three

TEAM OBJECTIVES

Suggested group project milestones

Financial Ratios

Study Teams complete at least three years of the most important financial ratios (Table 4.1 on pages 104,105) for your selected group project company. Get competitor's and industry ratios to be used for comparison to your selected company's financial ratios.

Internal Analysis

Complete an internal analysis for your selected company. Select at least one from each of the following categories: management, human resources, marketing, finance/accounting (including at least three years of the most important key financial ratios, manufacturing/service, research and development, and management information systems. Divide these factors into Strengths and Weaknesses. Be sure that you have 5 to 10 each strengths and weaknesses. Place an asterisk by the three most important ones for each. You should now have a complete SWOT analysis of your selected firm.

Alternate Strategies

Strength/Opportunity Alternative Strategy – Using at least one Strength and one Opportunity, select at least one strategy that will utilize this Strength and the industry's Opportunity.

Weaknesses/Opportunity Alternative Strategy - Using at least one Weakness and one Opportunity select at least one strategy that will overcome this Weakness and utilize the industry's Opportunity.

Strength/Threat Alternative Strategy – Using at least one Strength and one Threat, select at least one strategy that will utilize this strength and overcome the industry's threat.

Weakness/Threat Alternative Strategy – Using at least one Weakness and one Threat, select at least one strategy that will overcome this weakness and the industry's threat.

Describe these Alternative Strategies in detail. How will the company implement these strategies?

Which ONE strategy do you think will give the company a competitive advantage? Explain.

INDIVIDUAL OBJECTIVES

Review Case 23 in the text (Part 2 of your textbook) “Southwest Airlines in 2008: Culture, Values, and Operating Practices” and prepare notes on the following class discussion topics:

1. Is there anything that you find particularly impressive about Southwest Air?
2. What grade would you give Southwest management for the job it has done in crafting the company’s strategy? What is it that you like or dislike about the strategy? Does Southwest have a winning strategy?
3. What are the key policies, procedures, operating practices, and core values underlying Southwest’s efforts to implement and execute its low-cost/no frills strategy?
4. What are the key elements of Southwest’s culture? Is Southwest a strong culture company? Why or why not? What problems do you foresee that Gary Kelly has in sustaining the culture now that Herb Kelleher, the company’s spiritual leader, has departed?
5. What grade would you give Southwest management for the job it has done in implementing and executing the company’s strategy? Which of Southwest’s strategy execution approaches and operating practices do you believe have been most crucial in accounting for the success that Southwest has enjoyed in executing its strategy? Are there any policies, procedures, and operating approaches at Southwest that you disapprove of or that are not working well?
6. What weaknesses or problems do you see at Southwest Airlines?
7. What recommendations would you make to Gary Kelly?

Class Four

TEAM OBJECTIVES

Suggested group project milestones

Is your selected group project company global? Why or why not? Use topics discussed in Chapter 7 to identify global opportunities and strategies for your selected company. Use topics in Chapter 8 to identify the specific industry and company situation for your selected company. Does the recommended strategy you selected “fit” with the specific industry and company situation for your selected company? Explain. Use this information in the introduction of your Case Analysis paper.

INDIVIDUAL OBJECTIVES

Review Case 26 in the text (Part 2 of your textbook) “Detecting Unethical Practices at Supplier Factories: The Monitoring and Compliance Challenges” and prepare notes on the following class discussion topics:

1. How important is it for companies such as Nike and Wal-Mart that source extensively from foreign suppliers located in countries where wages and low and substandard working conditions are common to institute supplier codes of conduct and undertake programs to monitor and ensure supplier compliance with these codes of conduct?
2. Which company has the strongest supplier monitoring and compliance program—Nike or Wal-mart? Why?
3. Would you recommend that a company join the Fair Labor Association and use FLA’s standards and program of factory audits instead of trying to set up its own supplier monitoring and compliance effort?
4. What can a company do to detect and combat the efforts of unscrupulous foreign suppliers to deceive inspection/compliance teams?

Begin work on your second Individual Written Case Analysis. This case study is expected to be between 3-5 pages in length excluding the cover and reference pages. You are expected to go beyond simple responses to the actual case questions to offer your personal analysis and recommendations that can be supported and justified along the way.

Our second written case analysis is Case 19, “Pepsico’s Diversification Strategy in 2008” and is located in Part 2 of your textbook. This assignment is due in week 5.

Please be certain to address the following questions in your case analysis:

1. What is PepsiCo's corporate strategy? Briefly identify the business strategies that PepsiCo is using in each of its consumer business segments in 2008.
2. What is your assessment of the long term attractiveness of the industries represented in PepsiCo's business portfolio?
3. What is your assessment of the competitive strengths of PepsiCo's different business units?
4. What does a 9 cell industry attractiveness/business strength matrix displaying PepsiCo's business units look like?
5. Does PepsiCo's portfolio exhibit good strategic fit? What value chain match-ups do you see? What opportunities for skills transfer, cost sharing, or brand sharing do you see?
6. Does PepsiCo's portfolio exhibit good resource fit? What are the cash flow characteristics of each of PepsiCo's four segments? Which businesses are the strongest contributors to PepsiCo's free cash flows?
7. Based on the preceding analysis, what is your overall evaluation of PepsiCo's business portfolio in 2008? Does the portfolio provide the company's shareholders with an opportunity for above-average market returns?
8. What strategic actions should Indra Nooyi take to sustain the corporation's impressive financial and market performance? Should its free cash flows be used to fund additional share repurchase plans, pay higher dividends, make acquisitions, expand internationally, or for other purposes? What other strategic actions should be pursued by corporate level management?

Class Five

TEAM OBJECTIVES

Suggested group project milestones

Continue to work on your paper.

INDIVIDUAL OBJECTIVES

Review Case 25 in the text (Part 2 of your textbook) “E & J Gallo Winery” and prepare notes on the following class discussion topics:

1. How important is the dessert wine segment to the industry? To E & J Winery? How do these products fit with Gallo’s stated position on the quality of its’ products? Do brands like Thunderbird and Night Train have any redeeming features as a product, even if they are in demand by a segment of the population?
2. What are the key success factors in the dessert wine segment? Is there strategic fit between Gallo’s fortified wines and its other wines?
3. Is Gallo being socially responsible by supplying dessert wines? What responsibility does Gallo have to consumers in furnishing dessert wines? Does the Gallo family have any personal responsibility to speak out against alcohol abuse? Should they be doing more than speaking out? Should production and sale of Thunderbird and Night Train be discontinued?
4. Which approach to managing a company’s ethical conduct (see Table 9.2 on p. 308 of Chapter 9) would you say Gallo seems to be applying? What are the challenges associated with this approach?
5. If Gallo Winery decides to abandon the Thunderbird and Night Train brands, what will be the impact on those individuals who abuse the dessert wine products?
6. What responsibility does Gallo have to the employees in its dessert wine operations should the company elect to abandon the production of Thunderbird and Night Train?
7. What actions would you recommend the company take, especially with regard to its cheap fortified wine product offerings?

Class Six

TEAM OBJECTIVES

Suggested group project milestones (Presentation)

Deliver the team presentation of the Study Team Case Analysis. The presentation should last between 25 and 40 minutes per team. In the presentation provide an overview of the company and industry, the mission and vision statements, strategic and financial objectives, external and internal analysis, financial analysis, alternative strategies and your recommended strategy.

Have PowerPoint slides and handouts, if needed. Include matrices, graphs, charts, financial ratios, etc. that are relevant to your presentation.

Your presentation is to managers of that company and company stock holders (other students). Be prepared to answer tough questions. Each member of the team must play some role in the presentation. Each team will assess the presentation of other teams using the evaluation form (Appendix C). Non presenters will act as “managers” and are expected to ask questions regarding the external analysis, internal analysis, and recommended strategy.

Suggested group project milestones (Written paper)

Sample outline for the paper:

- Cover page including the name of the case, team members, course title, case title, date
- Table of Contents including page numbers
- Executive Summary
 - short overview/history of the company and industry (1 or 2 paragraphs)
 - refer to mission and vision statements, strategic and financial objectives found in the appendix
- Brief summary of the most important external opportunities and threats (1 or 2 paragraphs)
- Brief summary of the most important internal strengths and weaknesses (1 or 2 paragraphs)
- Brief analysis of alternative strategies (2 to 4 paragraphs)

-Recommended strategy- specific and detailed (2 to 4 paragraphs)

-Implementation of the recommended strategy including management, R&D, production/service, marketing, computer information systems, human resources, finance/accounting, execution plans (detailed implementation plans may be placed in the appendix). Use topics in Chapters 11 & 12 to develop these plans

-Evaluation and control (2 to 4 paragraphs)

-List of references including website addresses (not included) in the 3-5 pages)

-Appendix (not included in the 3-5 pages) including mission/vision statements, strategic and financial objectives, SWOT, financial analysis(financial ratios showing growth trends and industry ratios), detailed alternative strategies, implementation plans, management, R&D, production/service, marketing, marketing research, company information systems, human resources, accounting/finance, evaluation and control, any other related graphs/charts/matrices.

INDIVIDUAL OBJECTIVES

Review Case 24 in the text (Part 2 of your textbook) “Shangri-La Hotels” and prepare notes on the following class discussion topics:

1. What are the key elements of Shangri-La Hotel’s strategy? Which of the five generic competitive strategies described in Chapter 5 is the company employing? What is Shangri-La’s strategy for competing internationally?
2. What policies, procedures, support systems, and management approaches underlie Shangri-La’s efforts to execute its strategy?
3. How important are the company’s training and Shangri-La’s Care program to its success? What is your assessment of Shangri-La’s compensation policies and career growth effort? What pluses and minuses do you see?
4. What are the key features of the culture at Shangri-La Hotels? How important is the culture in the company’s success? Explain. What impact do the company’s mission statement and the Shangri-La Care program have on the company’s culture?
5. What core/distinctive competencies has management at Shangri-La tried to build and nurture? What challenges does the company face as it attempts to transfer its core and distinctive competencies to other cultures? How has the company attempted to resolve these challenges? Has it been successful in doing so?
6. What does the company’s financial and operational performance reveal about how successful its strategy and strategy implementation efforts have been? Should shareholders be pleased with the company’s financial performance? Why or why not? What financial and operating performance pluses and minuses do you see?

7. What challenges does Shangri-La face in expanding into Eastern China? Do you believe the company's current policies and operating procedures will be sufficient in addressing these challenges? If so, why? If not, what else may need to be done?
8. How do the challenges associated with Shangri-La's expansion into Europe, Australia, and North America compare with the company's expansion in China? Do you believe the company's current policies and operating procedures will be sufficient in addressing these challenges? If so, why? If not, what else may need to be done?

APPENDIX A

Study Team Case Analysis

Each study team will do a case analysis. For the case analysis, study teams will select a case from the list below. The team should produce a written report AND a PowerPoint presentation, both of which are due in week 6. The milestones listed in the weekly sections are merely tools to let you know if you and your team are on track to complete this assignment in a timely manner. These weekly milestones are not collected.

Case 2: Costco Wholesale in 2008: Mission, Business Model, and Strategy

Case 3: JetBlue Airways: A Cadre of New Managers Takes Control

Case 4: Competition in the Golf Equipment Industry in 2008

Case 5: Competition in the Movie Rental Industry in 2008

Case 7: Apple, Inc. in 2008

Case 8: Panera Bread Company

Case 9: Rogers' Chocolate

Case 10: Nucor Corporation: Competing against Low-Cost Steel Imports

Case 11: Competition in Video Game Consoles

Case 12: Nintendo's Strategy for the Wii

Case 13: Corona Beer: From a Local Mexican Player to a Global Brand

Case 14: Google's Strategy in 2008

Case 15: The Challenges Facing eBay in 2008

Case 16: Loblaw Companies Limited: Preparing for Wal-Mart Supercenters

Case 17: Research in Motion: Managing Explosive Growth

Case 22: Wal-Mart Stores Inc. in 2008

APPENDIX B

Study Team Business Plan Analysis

Each study team will select a case for this project from the list of cases in Appendix A. You cannot select a case that was previously selected. In other words, the case you select for your case analysis must be different than the case you are selecting for the Business plan analysis.

The only deliverable expected for the Business Plan Case Analysis is a series of PowerPoint slides that follow the template offered below. You may want to use the “milestones” suggestions from the case analysis for this project as well to act as a guide to keep you on track.

The study team may select a company of interest but must have the approval of the instructor. This process should be discussed during the first class meeting and the company selected for the Business Plan should be approved during class one.

The only restrictions in the selection process are:

- The company must be publicly traded in the U.S.
- The company is multinational in scope
- The company has at least the scale of a Fortune 500 or S&P 500 organization
- The information for the company is current and easy to obtain

The following information is a brief outline of the Powerpoint slides that are the basis for the Business Plan. They should not be adjusted or altered other than additional bullet points or additional graphs, etc. The team must address every slide in the package during the course of preparing the final plan.

The following are the basic format for the Business Plan Template:

Title Page

Business Agenda
Executive Summary

Company Background

Mission Statement
Product or Service Positioning
Competitive Advantage

Market Overview

Target Market Description
Target Market Profile
Target Market Growth Rates-Graph

Product or Service Overview
Product or Service Description
Pricing Structure
Revenue Projections-Graph

Business Strategy
Marketing Channels
Marketing Mix-Graph
Selling Strategy
Product Value Added
Key Suppliers

Competition
Key Competitors
Competitor Evaluation-Table

Risks
Barriers to Market Entry
Substitute Products or Services
Other Business Risks

Executive Team
Executive Team Profile

Financial Statements
Financial Summary-Table
Income Statement-Table
Balance Sheet-Table
Cash Flow Statement-Table
Key Assumptions

The final grade and feedback on the Business Plan Project will be provided by the instructor a week or so after the last class meeting.

APPENDIX C

Study Team Case Presentation Evaluation

Team _____ Organization _____ Date: _____

Circle the number that best describes this group's presentation.

1 = Poor 3 = Average 4 = Above Average
2 = Below Average 5 = Superior

Content

- 1 2 3 4 5 Mission Statement/Vision Statement
- 1 2 3 4 5 Thoroughness, accuracy, and depth of **external** analysis
- 1 2 3 4 5 Thoroughness, accuracy, and depth of **internal** analysis (including financial)
- 1 2 3 4 5 Identification and evaluation of **alternative** strategies
- 1 2 3 4 5 **Justification** and **support** for **strategic recommendation**.
- 1 2 3 4 5 Quality, quantity, feasibility, and relevance of **implementation plans, evaluation** and **control plans**

Delivery

- 1 2 3 4 5 **Organization** of presentation
- 1 2 3 4 5 **Professionalism** of presentation
- 1 2 3 4 5 Use of **visuals** and color
- 1 2 3 4 5 **Communication** skills of the team
- 1 2 3 4 5 Use of **time**
- 1 2 3 4 5 Handling of **questions**

Total circled score _____. Divide by 12 = _____ Overall evaluation.

Make recommendations for improvement in the content and delivery of this study team's presentation. _____

_____.