

# MBA 752 N - Strategic Management

Walsh University

Dr. Paul F. DuMont

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

Office: 112 Barrette Business & Community Center (BBCC)

Phone: 330-490-7218 (office with voice mail)

330-653-5229 (home with answering machine and good way to send me a message)

330-858-0260 (cell phone and best bet to reach me fast, 9 a.m. to 11 p.m.)

E-mail: pdumont@walsh.edu

## **COURSE DESCRIPTION:**

This is the capstone course of the MBA curriculum. The course integrates the topical material from the functional disciplines of Economics, Accounting, Finance, Marketing, and Management through the use of applied (case and/or specific local company) analysis. The focus of the course is on: 1. combining the theoretical and practical knowledge that has already been acquired in previous MBA (and other, e.g. MBA “bridge-up” or undergrad) courses; 2. developing skills in using that knowledge within a strategic perspective; and 3. acquiring understanding of additional new analytical tools commonly used in strategic planning.

In addition, this course contains what used to be the separate wrap-up research project. You are expected to complete your research project by the end of the course so that all graduation requirements are completed. The “research project” will be a comprehensive case analysis of your company (if employed) or of another company or organization (if unable to assess your employer or if unemployed ... full time student. The company/organization you pick, *if NOT* your employer, will **require instructor approval**). This project will expect you to apply theory and analytical techniques from across your preceding MBA (and other, e.g. MBA “bridge-up” or undergrad) coursework and from theory and techniques developed specifically for strategic planning.

## **TEXTS: (required):**

	<i>Author(s)</i>	<i>Book Title</i>	<i>Publisher</i>	<i>Ed.</i>	<i>ISBN</i>
1)	Stanley Abraham	Strategic Planning: A Practical Guide for Competitive Success	Thompson / Southwestern	1st	0-324-23255-1

## **(recommended):**

- 1) Porter, Michael E. Competitive Strategy: Techniques for Analyzing Industries and Competitors, The Free Press, New York, 1980.
- 2) Subscriptions to business periodicals, e.g. Wall Street Journal, Business Week, Fortune, etc. Students should subscribe to (and read) at least one of these publications, or develop a habit of reviewing the library's latest editions before class. See instructor for discounted rates are available for student subscriptions.

## **COURSE PREREQUISITES:**

**Completion** (or “in process” of completion) of all 6XX level MBA degree program courses **or permission** of instructor.

## **COURSE PURPOSE:**

**First**, this course is designed as the “capstone” course in the MBA curriculum. As such, it serves to integrate the principles, methods, concepts, and theories from the functional areas. Areas which usually contribute heavily to strategic management practice include, but are not limited to accounting, marketing, economics, finance,

management (including organization theory, organization behavior and quantitative decision making), statistics, and ethics.

**Second**, the course is sometimes known as "strategy and policy". This label refers primarily to the level of analysis adopted (the executive or policy determination level). Only recently (during the last two decades or so), has the policy area of management initiated a separate research agenda and gained recognition as a separate and distinct area of study. Traditionally, the term "policy" (or business policy) focused upon problems peculiar to the executive level. The traditional approach, within this perspective, is that top management has responsibility for integrating the activities of the subordinate functional (and other) subdivisions to obtain synergism and thus *enhance the effectiveness* of the entire organization. This requires an understanding of the purposes and activities of each functional area and of the appropriate inter-organizational relations between functional areas. (This also requires establishing and maintaining, monitoring and coordinating relationships with the external environment.) Additional emphasis has been placed upon methods and techniques of "strategic planning" and "strategic analysis."

Given all these considerations, this course will consequently blend the unique tools of strategic analysis with the more traditional approach of integrating the functional areas.

### **COURSE OBJECTIVES:**

The primary purpose of this course is to further develop and polish your systematic, integrative, analytical, conceptual, and communication skills. These skills build upon analytical and decision making techniques and language tools. It is important for the student's success (in the course and in the "real world") to develop a "feel" for the problems of executive management and to be able to view disparate parts of an organization as an integrated system. Thus, this course will stress application of the above skills and preparation of executive committee reports.

#### Specific objectives include:

1. Developing your capacity to think strategically about a company, its business position, and how it can gain and sustain competitive advantage.
2. Building personal skills in conducting strategic analysis in an industry and within given competitive situations.
3. Providing hands-on experience in determining business strategy, reasoning about strategic options, using "what-if" analysis to evaluate action alternatives, and initiating the changes necessary to keep the preferred strategy responsive to newly emerging conditions.
4. Improving your ability to manage the organization process by which strategies get formed and executed.
5. Integrating the knowledge gained in earlier courses.
6. Developing your powers of managerial judgment, helping you to learn how to assess business risk, and providing you with a stronger understanding of the competitive challenges of a global market environment.
7. Increasing your proficiency in using personal computers to do managerial analysis and prepare managerial reports.
8. Further develop your analytical skills and abilities in constructing arguments ... a Walsh hallmark, and in presenting such arguments with persuasive oral and written communications. (Use proper English).
9. Enhancing your awareness about the importance of ethical principles, and the relationships between personal and company values, and socially responsible management practices.

The degree to which you meet these objectives will be measured by the work you complete for your five scheduled reports.

### **COURSE DESIGN:**

This course will combine numerous formats. The primary vehicle, however, will be case analysis and presentation of findings. These methods are used to provide experience with general manager level problems and viewpoints and usually involve analysis of several functional areas. The approach provides opportunities to apply functional analytic skills, formulate strategic responses, and develop implementation programs.

The course is not devoted to problem identification and solution. (*Read this last sentence again*)

The cases (your companies) are action oriented. They do not necessarily illustrate "good" or "bad" actions by the case characters. Cases merely portray a situation. The student's task on case analysis for this course is to:

- 1) Identify and articulate the organization's goals and **corresponding objectives** by which the organization's effectiveness (OE) can be assessed. (These OE criteria ... "objectives"... should also articulate the basic values which the organization uses in decision making. One of your tasks will be to relate decision criteria commonly used in the organizations to the stated goals and objectives. Are these the same, or are they even logically related?);
- 2) Identify the *windows* of opportunity, and threats, present in the external environment which could impact the target organization, *or any similar organization* within the same industry using "general" and industry levels of analysis and relevant analytical tools;
- 3) Identify the organization's competitive advantages (CA's) (sometimes referred to as "strengths") and competitive disadvantages (CD's) (sometimes referred to as "weaknesses") and develop ways to exploit and sustain the CA's, by using appropriate "internal" level of analysis tools;
- 4) Develop alternative policies and strategies to capture opportunities and to parry threats, deploying the organization's CA's (and CD's) and using strategic management analytical templates.
- 5) Evaluate alternatives and select that set which will best improve the level of organizational effectiveness (e.g. optimizes progress on goals and objectives);
- 6) Develop realistic implementation programs.
- 7) Present your findings in a persuasive manner.

It should be remembered that there are no "right" or "wrong" solutions to the cases (employer, or other organizations). Many logical proposals are possible. Thus, class participation during student presentations is essential. Your ideas and Analysis, as part of the audience, must be injected into class discussions. If you participate, you'll learn how your approach could be improved. The key point is that your fellow students will also be learning from you, and teaching you.

In a nutshell, you'll get out of this course what you put into it, both in class and outside of class.

**COURSE REQUIREMENTS:**

1. Individual comprehensive cohesion case analysis, in several parts.
2. Executive Briefing of the analysis (using PowerPoint in corresponding parts to # 1 immediately above).
3. Participation in class discussion (instructor assessment of class preparedness).

**GRADING POLICY & GRADE COMPONENTS:**

Course grades will probably follow a "straight" curve system; e.g., 90% or better = A; 80% = B, 70% = C, 60% = D, under 60% = F. The specific scale would be as follows:

A+	=	97, 98, 99, 100	C	=	73, 74, 75, 76
A	=	93, 94, 95, 96	C-	=	70, 71, 72
A-	=	90, 91, 92	D+	=	67, 68, 69
B+	=	87, 88, 89	D	=	63, 64, 65, 66
B	=	83, 84, 85, 86	D-	=	60, 61, 62
B-	=	80, 81, 82	F	=	0 - 59
C+	=	77, 78, 79			

Course grades will be awarded based upon accumulation of points with a maximum of 1000 points available as follows:

- |   |            |
|---|------------|
| 1. Individual comprehensive cohesion case analysis in 5 installments<br>(Part 1 @ 50, Part 2 @ 200, Part 3 @ 200, Part 4 @ 150, and Part 5 @ 100)<br>Each part will include data collection, data selection, analysis, evaluation,<br>and summary, packaged for each report in reverse order. | 700        |
| 2. Cohesion case Final Report (what does all the data and analysis from 1. above mean)<br>i.e. correct the prior work AND "pull it all together".   | 200        |
| 3. Individual participation during class, discussion of other students' cases, etc.<br>(full letter grade)  | <u>100</u> |
| Total   | 1000       |

**GRADE COMPONENTS:** (Explanation):

Your “individual comprehensive cohesion case study” will be an analysis of your **employer** organization. If this is NOT appropriate, see the instructor and suitable substitute will be determined. You should rely on public data and information. NO CONFIDENTIAL materials should be used. Your final report will include two copies, one will be retained, un-graded, for Walsh University records. If you want a copy, make one prior to final submission.

1. The individual comprehensive cohesion case will be completed in phases, with separate analysis and reports for each. Each report should include judgments concerning where and how improvements can be made.
  - a. The **first** (worth 50 points) will analyze components of the company's "**organizational focus**" and provide a framework for enhancing organizational effectiveness in decision making.
  - b. The **second** (worth 200 points) will provide an in-depth analysis of the **organization's external environment, including time line trend analysis** of strategic factors impacting the industry (ies) of concern.
  - c. The **third** (also worth 200 points) will provide an in-depth analysis of the **organization's internal environment**, again **including time line trend analysis** ... of competitive advantage(s) and competitive disadvantage(s), **and** then **summarize** the key aspects of the **external and internal analyses**.
  - d. The **fourth** (also worth 150 points) will **assess** how well the **current strategies** and policies are achieving the desired outcomes (goals and objectives), **develop and evaluate alternative strategies**, and make **recommend(s)** concerning adjustments in strategies.
  - e. The **fifth** part (worth 100 points) will develop an **implementation program** for the recommended changes in strategy(ies).

Each of these 5 sub-parts requires application of several analysis techniques, some new to you in this course, others from earlier coursework.

For each part of the analysis identified above you will prepare an "**executive briefing**" (EB) reporting your key findings and recommendations. This will consist of a **Power Point Presentation** highlighting the key elements only. A copy of the Power Point slides, along with commentary explaining the slides (see Power Point manuals for how to do this ... “slides with comments”) should be included with each separate “part” (1 through 5) report. These Power Point “Executive Briefings” will vary in points. Part 1 EB will be worth 15 points (of the total 50 points for Part 1), EB’s for Parts 2, 3, and 4 ... 50 points each (of the total 150 points for each of these parts), Part 5 EB ... 30 points (of the total 100 points).

The bulk of each “part” report will include your discussion of your **analytical work**. This will **follow** the EB in the report. The analysis itself (spreadsheets, tables, worksheets, etc., **MUST** be included as appendices (these can be handwritten) **AND** each item which is included as an appendix **MUST** be referenced in the written discussion section of the analysis. These appendices will be labeled as **ROUGH ANALYSIS 1, 2, ... , 5** (or whatever numbers are needed).

Thus, the **organization of reports 1, 2, 3, 4, and 5** above will be as follows: **Executive Briefing** (EB’s) section, **Discussion of Analysis** section, a “**Rough Analysis**” section (including penciled analysis, excel spread sheets, etc., with **EACH** item indexed and labeled to easily locate pertinent materials. These are the “Rough Analysis 1, 2”, etc. noted in the preceding paragraph); and a “**Raw Data**” section also with each item indexed and labeled. Both the “rough analysis” and “raw data” sections should be arranged and indexed as fitting for your materials **AND** added to as additional analysis is completed (add new “rough analysis” and new “raw data” to the total report as sections 2, 3, 4 and 5 are completed). These major sections will be placed into a 3 ring binder, in the order specified above, i.e. Executive Briefing followed by Analysis Discussion, “Rough Analysis”, and “Raw Data”.

Remember, the **Discussion** of the Analysis will be your argument concerning those aspects of the analysis you found most relevant to identifying, developing, utilizing, **AND** sustaining competitive advantages for the ongoing achievement of organizational goals and objectives. **PLEASE**, do NOT complete required

analysis components (various tables, value chain, etc.) and then fail to discuss the implications of the information.

At the end of the course, at the completion of all of the five part reports (above), you will have five sections, one corresponding to each of the five reports. Since there will be considerable raw material and “rough analysis”, these should all be grouped together and you should use as many appendices as you determine to be appropriate to easily locate these. Remember, you want to **refer to the rough analysis and raw data materials in the analysis section**, so liberal use of “tabs” is encouraged. Tables, charts, and other “analytical and visual aids”, which you construct, are recommended and should be included in the rough analysis materials.

2. The Final Report is **more than just a “cleaned up copy”** of your cohesion case analysis. This should be prepared two ways. **First**, “clean-up” the section reports as they are completed in five stages, i.e., clean up your reports as you receive back from me the graded “number crunching” and basic analysis and executive briefing work. **Second**, an overall summary should be added to reflect any super ordinate insights you have gained about the company and what is of greatest importance. The “parts” submitted under “1” above provide a piecemeal analysis, focusing upon isolated factors. In the Final Report you should take the opportunity to highlight what changes in priority are suggested by additional reflection. This “super summary” should have its own PowerPoint section.

Lastly, you must submit **two (2) binders with clean copies of all your final reports, analysis, and raw materials** (one for grading and one for the School of Business archives), along with a **separate binder including ONLY your earlier graded reports**. I strongly recommend that you maintain these two additional binders as we proceed. This will eliminate the last minute copying of raw materials for the two complete binders to be submitted at course end.

3. Individual class - participation: Students are expected to be attentive to one another’s presentations and to identify opportunities or ways to improve the analysis presented by others. A critical skill of management is contribution to, and enhancement of the work of other colleagues and employees. This requires identification of strong points and weak points of other persons’ analysis and assessment of recommendations. So, during class discussion I expect you to be prepared to argue with specific points of analysis and/or recommendations, based upon your understanding of the situation being presented. (If the class discussion is about an employer company, non-employee students will not have the full raw data available, but can discuss the presented materials. If the class discussion is about a chapter example or case, all students should be prepared for full and informed discussion).

#### **SPECIAL NOTES:**

1) **WRITTEN WORK**

All written work must be typed (unless otherwise noted) and will be graded for content (what you say) and process (how you say it ... in English). Hint: The correct pronoun for any company, organization, group, department, etc. is “it”, not “they”. This is a common error and will degrade your performance.

2) **DUE DATES**

All materials are due in class on the day the material is presented. E-mailed submissions are accepted if you must miss a class.

3) **CLASS ATTENDANCE AND PARTICIPATION**

Attendance at all class sessions is expected. Due to the fact that participation in class discussion counts as **10%** of your grade, each student should contribute significantly to in-class discussions. Each of you will be expected to be an active participant and to make meaningful comments. Make a conscientious effort to participate in class discussions and be prepared to contribute meaningful insights. Merely coming to class is not sufficient; mere attendance is not participation.

## Strategic Management CASE ANALYSIS OUTLINE

### I. Part One: **Organizational Focus**

A. **Mission:** includes: 1. Purpose, identification of the general reason for existence and what industry(ies) or line(s) of business are targeted. (Identify Standard Industrial Classification (SIC) codes if possible); and 2. Niche, the *unique market segment* of this organization within the industry(ies). The largest competitors may not have a niche, other than being large and covering the entire market. (Many companies do not have a niche and try to compete "across the board". Such broad approaches *require* large size and *extensive* resources to succeed. If this is the case for the company being studied (no niche), are there any overlooked new market opportunities (new niches) that you suggest might be considered and why?)

B. **Vision:** Identify what the organization sees as its future, What it would like to become, What would it like to be known as / known for, How do the organization's people view the organization's place in the future world.

C. **Branding:** Does the organization have a slogan, or other devise which is easily remembered by constituents and which captures the essence of the Mission and Vision.

D. **Goals:** What are the *long term, general accomplishments* this organization is pursuing (or seems to be pursuing)?

E. **Objectives:** What are the short term, specific, *measurable targets* this organization has set relative to reaching the goals and what time deadlines have been set, if any ... "SMART"

F. **Key Kuick Killers:** What are the variables which are *vital for survival in this industry?* (Each SIC code has a unique set of factors, which (dependent upon the industry), lead to profitability, e.g. a poor flight safety record is a KKK for any competitor in the airline industry. Unsanitary conditions leading to loss of the operating license is a KKK in the restaurant industry. In many industries these KKKs relate to **safety** (e.g. accident rates for transportation, cure rate/death rate for health care, etc.), **customer service** (in the airline industry these include: lost bags, on-time arrivals, and complaints; in restaurants you might consider bad tasting food and surly wait staff), and **capacity utilization** (revenue-seat-miles for airlines, occupancy rates for hospitals, nursing homes, hotel/motel, airlines, buses, manufacturers, etc.) The central concept of a KKK, however, is that it must be quick acting and deadly. (Capacity utilization for refining has worked in reverse, raising gas prices and profits. Thus, you must be careful in zeroing in on fast acting *and deadly* elements.)

G. **Key Success Factors:** What are critical variables which must be done well to succeed in this industry?

**NOTE:** An organization's *Mission Statement* and/or *Vision Statement* might (or more likely will not) include all of the above. Such *mission/vision statements* should **NOT** be used as a substitute for identification of the above factors, but rather as one source of information. Also, you should note the relationships between these factors, e.g. how does the purpose relate to the niche, the niche to the goals, the goals to the objectives / key success factors / key kuick killers, etc.? What is the WHY - HOW logic involved in moving up (why) or down (how) the list? Finally, on this part, and the following two parts, use case facts (quote the data), interpret the facts, and *draw your own conclusions*. You must present data in understandable form. A **table relating Goals, Objectives, Key Kuick Killers, Key Success Factors and actual Decision Criteria is required**, in addition to utilizing the **appropriate templates from SAMtw**,.

### **Strategic Environment Analysis**

II. Part Two: **External Environment:** Includes all elements which are *beyond the control* of the organization, but which affect what the organization might be able to do. Explain how the factors you note do, or could impact competitive practices in the target industry(ies).

A. **General Environment Concerns:** What are the broad **Governmental/political, Economic, Ecological, Technical, and Socio-cultural** forces and trends which impact the industry(ies) of this organization? (Use such tool as **GEETS**)

B. **Industry Trends and Issues:** Where is the industry headed? Why? (What are the forces outside the industry which are causing this?) What are the strategic issues facing the industry? (Use such tools as General Survey of Industry ... industry analysts' reports, etc.)

C. **Competitive Elements:** What are the market strengths of clients/ suppliers? What are the trends concerning substitutes and barriers to entry? Who are the key rivals? What are the rivals' competitive advantages and disadvantages and relative competitive positions? What can these rivals be expected to do? (Use such tools as Five Forces Model, Competitor Analysis, Stakeholder Analysis, Enemies Check, etc.) A **TABLE of the key rivals, contrasting various relevant factors is required**. The target company (internal analysis) data will be **added** to this table in the **next** section.

**NOTE:** Summarize the external analysis (using External Threat & Opportunity Profile & External Factor Evaluation) and **emphasize** reported past, current, and forecasted (your forecast) **trends**. The sole purpose of Part IIA is to predict the **future** for this industry. In addition to utilizing the **appropriate templates from SAMtw**, you are **required to identify a minimum of several (more than two) EXTERNAL factors you consider critical and then plot the trend on these factors over the last five-year period and forecast these factors for 2-3 years going forward**. These factors, which you consider critical, are your organization's "opportunities" and your "threats".

III. Part Three: **Internal Environment:**

A. What are the current conditions inside the company and what are the trends? What things does this organization have/ do which provide significant competitive advantage (Strengths)? What does this organization NOT do, or NOT have, which creates a significant advantage for competitors (Weaknesses)? (Use such tools as Strategic Advantage Profile, Company Capability Profile, Ratio Analysis, Functional Area Profile, *Value Chain Analysis*, etc., and summarize using Internal Factor Evaluation.) **NOTE:** Summarize the internal analysis (using IFE) and **emphasize** reported past, current, and forecasted (your forecast) **trends**. The sole purpose of Part 3 is to identify sustainable competitive advantages over the coming years.

B. **Summarize External AND Internal Environmental Factor Analysis:** Develop SWOT (or CA-TO-CD ... comp. adv, threat, opportunity, comp. disadv.) profile. Relate these factors to Part "I" above, e.g. analyze how the SWOT or CA-TO-CD variables (the key elements of external and internal analysis) affect company performance on goals, objectives, KSFs, KKKs, etc. In addition to utilizing the **appropriate templates from SAMtw**, a **Value Chain** and a **TABLE comparing the target organization's and rivals' CA's and CD's are required**.

IV. Part Four: **Strategic Management**

A. **Current Strategy(ies):** What is the organization now doing? What are the overall (generic) strategies being used? What "line of business" strategies are used? How is this organization now trying to achieve its goals and objectives? What attention is being given to Key Quick Killers? How do current SWOT or CA-TO-CD factors support or interfere with the strategy(ies). How well is this organization doing in reaching set objectives?

B. **Gap Analysis:** Given your results for Part 2 above and the organization's focus (Part One), will the organization perform well on objectives, KKK's, and KSF's **without** changing strategies (III.A. above)? Plot five-year trends on performance against objectives to help answer why or why not?

C. **Formulate Alternative Strategies:** Develop alternatives, analyze pros and cons of each relative to the stated (or recommended) objectives (Part 1 above). (Use such tools as Value Chain, SPACE, SWOT Matrix, Grand Strategy Matrix, Cost /Benefit Analysis and /or other methods).

D. **Strategy Recommendations:** Which of the alternatives analyzed do you recommend and why? (Relate to Part 1 above, particularly goals, objectives and KKK's. Recommend changes in Part 1, also, if deemed necessary.) **NOTE:** In addition to utilizing the **appropriate templates from SAMtw**, a **TABLE comparing pros and cons, with estimated dollar figures and other significant resources where relevant, of each of the options against stated goals and objectives is required**.

V. Part Five: **Implementation Recommendations:** What issues will need to be addressed during implementation of the recommended strategy? Why? (Relate to S & W factors of SWOT analysis developed above).

A. **Tactics:** What specific actions should the organization do? What new resources will be needed, if any? How will these resources be obtained? What will your proposals cost? (Use rough estimates). Why? What is your 3-year pro forma forecast of cash in flows (revenues, divestures, debt, etc.) and cash out flows (expenses, acquisitions, investments)? How does each suggested strategy contribute? Remember, inflows must be realistic and must more than cover outflows, if the organization is to make a profit or generate a surplus..

B. **Schedules:** How do you suggest these recommendations be phased in? What sequence of activities (programs) do you advise? What deadlines do you recommend? Remember, these affect the Pro Formas.

C. **Internal Adjustments:** What changes to the organizational structure (reporting relations, decision points, reward systems, communication systems, controls, policies, rules, methods, job assignments, recruiting, training, etc.) do you recommend? Why?

D. **Organization Culture:** Does the value/ethical system need to change? Be reinforced? Are appropriate traditions, slogans, symbols being used?

E. **Feedback and Control Systems:** What do you recommend be done to *monitor progress*.

F. **Additional Factors:** Identify any other considerations you believe to be fundamental to this organization moving forward with your proposals.

**GENERAL NOTES:**

The above **OUTLINE** is for use in **ANALYSIS**. The five individual **CASE OUTLINE** assignments **MUST** include most or all of the above concepts since you will be using these to demonstrate your individual degree of understanding of the methodologies used across the MBA program and for analysis of Strategic Management.

The FINAL report must include all of the SAMtw templates which apply in the order that you used them and all of the corrected required items listed above.

**MBA 752**  
**Spring 2008**  
**Tentative Schedule**

<u>Class</u>	<u>Date</u>	<u>Topic/Activity/Collectibles</u>	<u>Homework for this class</u>
<b>Part One - Foundations of Strategic Management</b>			
1	3/4	Introduction to course and topic Overall Strategic Management process Review of Organizational Effectiveness Organizational Focus (mission, etc.)	Abraham** 1, 8 Handout - Sakai Handout - Sakai + SAM <sup>tw</sup>
<b>Part Two - Understanding Strategic Environments</b>			
2	3/11	Environmental Analysis - <i>External</i> a. General distant factors b. Industry factors c. Comprehensive Cohesion Case Analysis d. <b>CCCA - Part 1 - Organization Focus</b>	Abraham 3, 4    Handout - Sakai + SAM <sup>tw</sup>
3	3/15 SA	Environmental Analysis- <i>Internal</i> b. Resources & Capabilities c. Structure & Human Resources	Abraham 5 SAM <sup>tw</sup>
4	3/18	Environmental Analysis - Competitive Advantage a. Sources b. Cost and Differentiation c. <b>CCCA - Part 2 - External Analysis</b>	SAM <sup>tw</sup> SAM <sup>tw</sup> Handout - Sakai + SAM <sup>tw</sup>
<b>Part Three - Strategy Formulation &amp; Implementation</b>			
5	3/25	Contextual Strategies a. Exploiting Competitive Advantage b. <b>CCCA - Part 3 - Internal Analysis</b>	Abraham 2 Handout - Sakai + SAM <sup>tw</sup>
6	3/29 SA	Leadership Seminar	
7	4/1	Contextual Strategies (continued) a. Exploiting Competitive Advantage (cont.) b. <b>CCCA - Part 4 - Strategies</b>	Abraham 6 Handout - Sakai + SAM <sup>tw</sup>
8	4/8	Corporate Strategies a. Global/ Multinational and b. Diversification	Abraham 7
9	4/15	Corporate Strategies (continued) and Implementation a. Making it all work b. <b>CCCA - Part 5 - Implementation</b>	Abraham 9 Handout - Sakai + SAM <sup>tw</sup>
10	4/22	Course Conclusion a. Strategic Futurism b. Administration - MBA CT Assessment c. <b>CCCA - FINAL REPORT - All Parts (corrected and elaborated)</b>	Sakai (Grant 17 reading)

Abraham = Strategic Planning (textbook)  
Sakai = On-line materials  
SAM<sup>tw</sup> = Abraham template

**CONGRATULATIONS**

NEW WALSH UNIVERSITY MBA'S !!!!!