

Team Comprehensive Strategy Development Project

What:

Choose a company and evaluate the impact that the external and internal environment has on business-level, corporate-level and international-level strategies. Identify the specific issues as well as recommend what the company should do to address the issues related to managing the effects of the changes in business environment. The objective of this project is to go beyond the typical budget cuts, layoff's etc. and evaluate the situation from a strategic perspective—how can the firm create or maintain a competitive advantage? You need to consider strategic investments that utilize opportunities as well as those investments that buffer the risks in external environments (i.e. General/Task/Industry environments). Both issues and alternatives need to consider the firm's external and internal situation.

Why:

Business Policy and Strategy is a capstone business course. The focus of the course is on running an organization as a whole. We integrate functional views together by taking the unique perspective of the situational problems of the general manager. The general manager's primary responsibility is to diagnose the critical factors that require attention in complex business situations and to find workable solutions to strategic and organizational problems. To solve such business problems, the general manager must be capable of understanding and using knowledge from each functional area to provide a "total business" (systems) perspective on issues pertaining to strategic management. The general manager must also analyze competitive situations within industries in order to understand the sources of the firm's competitive advantage. Strategy is enabled and constrained by the economic and political conditions that prevail in an industry or country, as well as by the resources available to management. In today's increasingly global business environment, whether you are a newly hired employee or the CEO of the company, you must be capable of thinking like a general manager.

You will develop your skills at:

- Understanding how firms, especially in the Hospitality and Tourism industry, gain and sustain competitive advantage;
- Analyzing strategic business situations and formulating strategy; and
- Implementing strategy and organizing the firm for strategic success
- General management, integrating across functional areas.

To Who:

In real business environment, you will be responsible to owners, high level managers and/or Board of Directors. Each group will be assigned to another team's project to take the role of a top management

team. This entails asking pertinent questions to the presenting group concerning their presentation and recommended actions, critiquing their presentation, and generally providing developmental feedback.

Criteria for Evaluation:

Central issues explicitly communicated in the first paragraph of the paper

Completeness of coverage provided in Tables

Case data, supporting evidence, and logic used to support diagnosis of central issues)

How:

Please check final project guidelines for more detailed information.