California State University San Marcos  
STRATEGIC MANAGEMENT  
BUS/GBM 444  
Fall 2006

Instructor: Dr. Peter H. Antoniou  
Classes Meets: M/W  8:00 – 9:50am

Telephone: (760)740-0258  
Office: Markstein Hall 349  
Office Hours: M 7:30 – 8:00am  
T 7:30 – 8:00am  
W 7:30 – 8:00am  
R 4:00 - 5:00pm  
And by Appointment

Email: pantoniou@csusm.edu

Course Website - http://courses.csusm.edu/bus444pa/

Required Texts:  

Additional Reference Texts:  
Ansoff, Corporate Strategy  
Ansoff, Implanting Strategic Management  
Ansoff & Antoniou, The Secrets of Strategic Management  
Certo and Peter, Strategic Management: Concepts and Applications  
Chamberlain, Enterprise and Environment: The Firm in Time and Place  
Collins & Pobras, Build to Last  
Coutler, Strategic Management in Action  
David, Fred, Fundamentals of Strategic Management  
DeKluyver, Strategic Thinking  
Dess and Lumpkin, Strategic Management, Creating Competitive Advantage  
Dess and Miller, Strategic Management  
Dixit, Skcath, Games of Strategy  
Galpin, Making Strategy Work  
Ghemawat, Strategy & and the Business Landscape  
Grant, Contemporary Strategic Analysis  
Hamel & Prahalad, Competing for the Future  
Hax Majljug, The Strategy Concept and Process  
Higgins and Vincze, Strategic Management and Organizational Policy  
Hosmer, Strategic Management: Text and Cases on Business Policy  
Jauch and Glueck, Business Policy and Strategic Management  
Kahayer, Competitive Intelligence  
Lorange, Corporate Planning: An Executive Viewpoint  
Mische, Strategic Renewal  
Montanari, Morgan and Bracker, Strategic Management: A Choice Approach
Overview:

We have five primary objectives in this course:

1. To develop an understanding of the strategic management process as it currently operates in most organizations in the industrialized world.

2. To gain insight into the environmental forces that shape national and international business conditions.

3. To refine this knowledge by the analysis of cases involving the practice (good or poor) of strategic management.

4. To apply this knowledge to actual strategic decision situations through a living case situation (Project).

5. To improve problem solving and team decision making skills pertinent to 1, 2, 3, and 4 above.

These objectives will be achieved as we progress through the lectures and exercises associated with the three phases of Strategic Management. Lectures will be given on strategy formulation, strategy implementation, and strategic control and evaluation. These lectures will provide students with an understanding of the strategic management process and the techniques necessary to conduct strategic analyses. Finally, students will analyze historical cases involving "real world" organizations using concepts and techniques from the text and lectures.

The thrust of the course is a novel aspect of organizational operation for most students: Strategic planning (including environmental assessment) and management. The student must truly assume a view from the top of the organization. This posture necessitates a more comprehensive and long-range perspective than that assumed in previous courses. Next, the student must integrate and apply material previously learned in all functional areas of
business. Thus, the student has the unique opportunity not only to learn the concepts associated with strategic management but also to apply these concepts to actual organizational situations through direct participation in a strategic planning project and case analyses.

**Grading system:**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
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<tbody>
<tr>
<td>Case Analyses Written (Individual - 4 @ 5 pts each)</td>
<td>20</td>
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<tr>
<td>Case Analyses Oral</td>
<td>10</td>
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<tr>
<td>*New Venture Development Plan Paper (Team)</td>
<td>20</td>
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<tr>
<td>*New Venture Development Plan Presentation (Team)</td>
<td>20</td>
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<tr>
<td>Exam 1</td>
<td>10</td>
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<tr>
<td>Exam 2</td>
<td>10</td>
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<tr>
<td>Class Participation (Individual), Each absence is worth 2%</td>
<td>10</td>
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<td>TOTAL:</td>
<td>100</td>
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The team formation is self-selected. The team consists of 3 or 4 members. The team members could decide to fire any member(s) of their team up until their presentation date due to lack of contribution or any other reason. The fired member(s) will be reassigned to another project. There is no grade penalty either to the fired member or to the team. No member can quit the team. I will need to be notified prior to the finishing date in order to explain the procedure and how it should take place.

All team assignments are subject to peer evaluations. First your other team members will evaluate you two times this semester. The first peer evaluation will be for feedback only and will not count toward your team grade. The second peer evaluation will be converted to a percent. Finally, your total team points for your final grade will be determined by multiplying your percent times the total points that your team has obtained. You will receive feedback on your average peer evaluation for the first peer evaluation administration.

For example: Assume that your team has accumulated 30 out of the possible 40 team points. Now assume that your second peer evaluation is 85. Your final team points would be calculated as follows:

1. Second peer evaluation = 85
2. 85 = .85
3. 30 total
4. .85
5. 25.5 = your final team points
6. x 30
7. 25.5 = your final team points
8. 25.5
9. 25.5
10. 25.5

Assignments will be collected at some point during the first hour of class. You need to bring a hard copy to class. No cases will be accepted after the instructor leaves the class. If you know you cannot be in class the day an assignment is due, you may send it with another
student. You may also email your case, but it must be emailed and received 30 minutes prior to the time the class starts on the day it is due. No late assignments accepted.

University Writing Requirement. This requirement will be met through the four case write-ups, the New Venture Development Plan, and the essay portions of the examinations. Each assignment will be graded on grammar, style, and presentation, as well as content. While you are encouraged to discuss the issues of the cases with your classmates and proofread each other's work, the work you submit as your own is assumed to be your own.

Grades will not be posted; however you may bring a stamped, self-addressed postcard or envelope with you to the final examination and I will be happy to mail you your grade as soon as it is computed. Grades will not be given out over the telephone or email.

Academic Honesty Policy (p. 317 – General Catalogue)

“The maintenance of academic integrity and quality education is the responsibility of each student within this University and The CSU system. Cheating and plagiarism in connection with an academic program at a campus is listen in Section 41301,Title 5, California Code of Regulations, as an offense for which a student may be expelled, suspended, put on probation, or given a less severe disciplinary sanction.” For more details please visit http://lynx.csusm.edu/policies/policy_online.asp?ID=25

The prerequisites for this course are listed in the course catalogue. The instructor reserves the right to administratively drop, at any point, any student who has not met the prerequisites. Students choosing to withdraw from this course are responsible for doing so according to university procedures and deadlines.

“Students will be expected to adhere to standards of academic honesty and integrity, as outlined in the Student Academic Honesty Policy. All written work and oral presentation assignments must be original work. All ideas/material that are borrowed from other sources must have appropriate reference to the original sources. Any quoted material should give credit to the source and be punctuated with quotation marks.

Students are responsible for honest completion of their work including examinations. There will be no tolerance for infractions. If you believe there has been an infraction by someone in the class, please bring it to the instructor’s attention. The instructor reserves the right to discipline any student for academic dishonesty, in accordance with the general rules and regulations of the university. Disciplinary action may include the lowering of grades and/or the assignment of a failing grade for an exam, assignment, or the class as a whole.”

Incidents of Academic Dishonesty will be reported to the Dean of Students. Sanctions at the University level may include suspension or expulsion from the University.

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ADA statement Example: Students with disabilities who require reasonable accommodations must be approved for services by providing appropriate and recent documentation to the Office of Disabled Student Services (DSS). This office is located in Craven Hall 5205, and can be contacted by phone at (760)750-4909. Students authorized by DSS to receive reasonable accommodations should meet with me during my office hours in order to ensure confidentiality.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Text Assignments</th>
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<tbody>
<tr>
<td>Aug 28</td>
<td>Introduction to Course &amp; Text</td>
<td>Ch. 1</td>
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<td></td>
<td>- History of Strategic Management</td>
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<td>- Presentation of texts</td>
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<td>- Review of syllabus</td>
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<td>- Discussion of assignments</td>
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<td>Aug 30</td>
<td>Overview of Strategic Management</td>
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<td>Sept 06</td>
<td>External Environmental Assessment</td>
<td>Ch. 2</td>
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<td>Sept 11</td>
<td>Trial Case Appx A,B</td>
<td>Holiday Inn (Electronic Reserve)</td>
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<td>Sept 13</td>
<td>Internal Capabilities Analysis</td>
<td>Ch. 3</td>
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<td>Sept 18</td>
<td>First Case Analysis due (Oral)</td>
<td>9 Live</td>
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<td>Sept 20</td>
<td>Business Level Strategic Management</td>
<td>Ch. 4</td>
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<td>Sept 25</td>
<td>Second Case Analysis Due (Written)</td>
<td>Whole Foods</td>
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<td>Sept 27</td>
<td>Strategic Management of Competitive Dynamics</td>
<td>Ch. 5</td>
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<td>Oct 02</td>
<td>Third Case Analysis Due (Oral)</td>
<td>AMD</td>
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<td>Oct 04</td>
<td>Corporate Level Strategic Management</td>
<td>Ch. 6</td>
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<td>Oct 09</td>
<td>Fourth Case Analysis Due (Written)</td>
<td>Anheuser-Busch</td>
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<td>Oct 11</td>
<td>Strategic Management of Acquisitions and Restructuring</td>
<td>Ch. 7</td>
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Oct 16  Fifth Case Study Due (Oral)  CQUAY
Technologies

Oct 18  Exam 1 (Chapters 1-7)

Oct 23  Strategy in the International Arena  Ch. 8

Oct 25  Sixth Case Analysis Due (Written)  Daimler Chrysler
1st Peer Evaluation Due

Oct 30  Corporate Strategy  Ch. 9

Nov 01  Strategy Implementation – Corporate Governance  Ch. 10

Nov 06  Seventh Case Analysis Due (Oral)  Viacom

Nov 08  Structure and Control  Ch. 11

Nov 13  Eighth Case Study Due (Written)  Mapquest

Nov 15  Corporate Entrepreneurship  Ch. 12

Nov 20  Strategic Leadership  Ch. 13

Nov 22  Course Review

Nov 27  New Venture Development Plan Presentation

Nov 29  New Venture Development Plan Presentation

Dec 04  New Venture Development Plan Presentations
New Venture Development Paper Due

Dec 06  New Venture Development Plan Presentations
Second Peer Evaluation

Dec 11  Exam 2 (Chapters 8 – 13)