

SEMESTER AT SEA COURSE SYLLABUS

Discipline: Commerce/Business
Summer 2009
COMM 460: Strategic Management
Upper Division
Faculty Name: Richard Castaldi

Pre-requisites: Some previous upper division business coursework is recommended.

COURSE DESCRIPTION

This course will introduce students to cutting-edge strategic management concepts, tools and techniques that are necessary if firms are to successfully compete in today's global marketplace. Emphasis will be placed on understanding both internal and external environments that organizations face in our rapidly changing competitive scenario. Students will learn how to analyze global economic, social, political and technological factors, as well as the organization's value chain. Topics include studying the role of the general manager, crafting and executing strategy, building a strong organization, corporate culture and leadership, competing in foreign markets, as well as ethics and social responsibility. Case studies will be used to enhance the learning process.

COURSE OBJECTIVES

The objectives of this course are to: (1) learn cutting-edge strategic management concepts, tools and techniques to enhance the student's ability to perform organizational and environmental analyses, (2) better understand the opportunities and challenges created by globalizing competition and markets and, (3) create an atmosphere in which students can study and experience unstructured problem solving related to management of the total firm, instead of its individual functions alone. This course will familiarize students with the roles of top management in contrast with functional management and introduce them to contemporary strategic issues and problems of particular concern to top executives.

TOPICAL OUTLINE OF COURSE

<u>DATE</u>	<u>TOPICS AND RESPONSIBILITIES</u>
June 18 June 19	Introduction to Strategic Management * Prepare chapter 1
June 20 June 21	Leadership and the Strategic Management Process * Prepare chapter 2
June 22 June 23	Competitive Strategy and Creating Competitive Advantage * Prepare chapter 3
June 28 June 29 June 30	Industry and Competitive Analysis * Prepare chapter 4 * Industry analysis team case assignment due June 30
July 6	Organizational Analysis * Prepare chapter 5
July 11	Mid-term Examination (chapters 1-5) * Case #1 assigned
July 17	Organizational Capital and Strategy Implementation * Prepare chapter 6
July 23	Ethics, Corporate Social Responsibility and Environmental Sustainability * Prepare chapter 7
July 28 July 29	Case Analysis #1 Team Presentations
August 4 August 5	Strategies for Competing in International Markets * Prepare chapter 8 * Case #2 assigned
August 7 August 8	Strategies for Multi-Business Corporations * Prepare chapter 9
August 13 August 14	Field Component Discussions

August 15 Case Analysis #2 Team Presentations
August 16

August 19/20 Final Examination (chapters 6-9)

FIELD COMPONENT

Twenty percent of the contact hours for each course is provided by field work. The field component in this strategic management course will focus on studying the globalization of the wine industry and how firms in “Old World” wine producing countries such as France, Italy and Spain are changing their strategies to successfully compete in this challenging environment. Students will apply the strategic management concepts learned in class to their study of the wine industry in one of the three countries that they select. They will be expected to conduct secondary and primary research to support their analysis. Students will work in pairs on this project and they will be graded on a written report and on their level of quality participation in the two in-class discussion sessions dedicated to this field component.

SUGGESTED PRACTICA:

SPAIN: Wine Production and Strategic Management in Spain (FDP)
ITALY: Wine Production and Strategic Management in Italy (FDP)
MOROCCO: Goodyear Factory Visit (FDP)

METHODS OF EVALUATION

There are four methodological aspects of this course: (1) text chapters, lecture material and class discussions, (2) midterm and final exams, (3) case study analyses and presentations, and (4) field component project.

1. Chapters from the textbook should be adequately prepared prior to the class for which they are assigned. Text material will be reviewed in class by lecture and class discussions where students will be called upon to discuss certain aspects of the material covered. Since much of managerial work involves sharing ideas and group problem solving your class participation will be considered an integral part of the course. In other words, the text material studied will not simply be rehashed in class and you will be expected to provide your insights and ideas regarding the text material. That is why it is important that you prepare the assignment adequately prior to our class meetings.
2. Midterm and final exams will include multiple choice questions on textbook material and short answer essay questions on lectures and class discussions.
3. Case analysis presentations: Each group will present two case analyses to the class that are worth 20% each toward your final grade. Case analysis instructions will be discussed in class. Each group will turn in the set of power point slides used in their presentation.

4. Field component project (see above).

EVALUATION:

	<u>Weight</u>	<u>Points</u>
A. Group case presentation analyses (2)	40%	200
Midterm and final exams	20%	100
Individual class participation	20%	100
Field component project	20%	<u>100</u>
Total Points		500

Grades: A = 450-500 points
 B = 400-449 points
 C = 350-399 points
 D = 300-349 points
 F = lower than 300

The +/- system will be used.

B. Peer evaluation: Each member of the group will turn in a “peer evaluation” of his/her group members at the end of the semester. The obvious purpose of these evaluations is to assist the professor in evaluating an individual’s contribution to the two group case analyses.

C. Class participation will be measured by your degree of preparedness and consistency of quality contributions to class discussions. In regard to discussions of case analyses, your participation will be evaluated based on your insights and willingness to challenge the ideas of peers and your ability to take and defend positions that may be challenged. Attendance and punctuality will also be included in this component.

REQUIRED TEXTBOOKS

AUTHOR: John E. Gamble and Arthur A. Thompson Jr.

TITLE: Essentials of Strategic Management

PUBLISHER: McGraw-Hill Irwin

ISBN #: 978-0-07-353030-7

DATE/EDITION: 2009/1st Edition

COST:

