

Management
Course Number: 22:620:588
Course Title: Strategic Management

COURSE DESCRIPTION

This course is about firms' strategy for value creation and value capture in different business contexts. The business environment of the 21st century is undergoing radical change. Companies now compete concurrently in domestic, global, and digital markets. Such markets are often characterized by accelerating technological change, rising customer expectations, intense competition, and transitory competitive advantage. Accordingly, the course focuses on exploring theories, frameworks, and models for understanding the rules of the game in these different, but concurrent, business contexts. It adopts an explicitly integrative approach, building on your knowledge covered in previous MBA courses.

The concepts, theories, frameworks developed in this course are also applicable to the strategic management of nonprofit organizations and small businesses. The course is taught from the perspective of a firm's top-level decision makers. Even though you may currently be at a junior or middle management level within your organization, it is important to see the big picture so that you understand the interrelationships among different functions within the organization and know what to expect when you do reach top management. This perspective should also help you see how your current job function fits within the overall scheme in your organization.

COURSE MATERIALS

Required Text and Case Studies:

Robert M. Grant & Judith Jordan, Foundations of Strategy. Wiley, 2nd Edition (2015)

ISBN: 978-1-118-91470-0 (pbk.)

<http://www.wiley.com/WileyCDA/WileyTitle/productCdEHEP003333.html?filter=TEXTBOOK#purchase>.

A packet of seven case studies is available for purchase from Harvard Business School Publishing at: <https://hbsp.harvard.edu/import/659195>. A few articles are also included in the class schedule and the instructor may assign other readings during the semester.

LEARNING GOALS AND OBJECTIVES

The major learning goals of this course are:

(1) Business Knowledge:

Students will develop a knowledge of current basic and advanced strategic management concepts and tools and an ability to apply these tools to practical business problems. Students will understand methods used by large corporations to create value amongst their business units.

(2) Ethical Judgement:

Students will develop an ability to critically evaluate unstructured strategic business issues and decisions and develop innovative and ethical solutions. Students will understand the role that a business' culture plays in determining its strategic success.

(3) Effective Communication:

Students will enhance their ability to construct and deliver clear, concise, and convincing oral and written business communication through case studies and class presentations.

(4) Enterprise-wide perspective:

Students who complete this course will gain a better understanding of the enterprise wide perspective of general managers/C-level executives. They will become more effective and valued managers because they will be better able to align their work with their employer's strategic priorities.

COURSE OBJECTIVES

At the end of this course, you should be able to:

1. Identify methods used by multi-business corporations to create value between and among their business entities.
2. Foster an appreciation of the external forces that influence and shape the business manager's job in the corporate context.
3. Choose among the various buy, build, and borrow strategies and know the advantages and disadvantages of each.
4. Describe what corporations do to keep their strategies relevant and profitable.
5. Discuss and solve numerous challenges and issues currently facing many multi business organizations.
6. Understand the role that a business' culture plays in determining its strategic success.
7. Utilize management concepts discussed in the course to enhance your executive & business acumen.

Students develop these skills and knowledge through the following course activities and assignments.

- Lectures and in-class discussion: Most class meetings will include a lecture by the instructor and class or small-group discussion of the concepts, theories, and frameworks presented in the lectures. This will necessarily require that students come prepared to each class having read and understood the required readings for the day.

- Case study discussion and written case analysis: The course has several case studies representing several industries, diverse economic/political/social/cultural environments, and challenges and opportunities in the global economy. They offer students the opportunity to apply strategic management concepts, theories, and frameworks to real-life situations. In-class discussion and role plays will challenge students to think critically about practical business problems managers face and how to resolve them. The written case analysis will offer students the opportunity to hone their written communication skills.
- Final Team project: Each team of about 4 - 5 students will work on a substantive project about a real-life decision or challenge facing one or more firms. This will offer them the opportunity to collect and analyze a variety of qualitative and quantitative data, apply the concepts and frameworks learned during the semester, and present their analyses, findings, and conclusions and recommendations in a written report. The written report will also be presented in a short PowerPoint deck format.
- Final exam: There will be a comprehensive, final exam to test students' knowledge and understanding of core strategic management concepts.

LEARNING EXPERIENCE

The learning goals of this course include acquiring knowledge of strategic management frameworks and concepts as well as the developing analytical skills to diagnose and solve strategic problems. Reflecting this, the course employs multiple methodologies such as case discussions, readings, lectures, written analyses, team projects, experiential exercises, and peer evaluations. The text and readings expose you to the latest issues, theories, and frameworks in strategic management. The class lectures outline and clarify these issues, theories, and frameworks. We spend a lot of time delving into real-world strategic scenarios - in-class discussions of cases and current topics as well as written case analyses expose you to both the subjective and objective dimensions of strategic management. Finally, you will develop and test your collaborative skills in the context of a team research project. Peer evaluations of team members will also be conducted in order to simulate the evaluation contexts we face in the business world.

This is a highly interactive and case study-based course! We will discuss interesting strategic issues in a non-threatening classroom environment. However, it is imperative that each one of you is **WELL-PREPARED** to participate in class, by knowing the material and preparing your thoughts about it.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ATTENDANCE AND PREPARATION POLICY

Attendance policy. A fairly significant portion of your learning is likely to take place in the classroom as you listen to and participate in class discussions and case analyses. Therefore, it is essential that, barring a job-related or personal crisis, you attend each class session. In case of an emergency, you must let me know at the earliest possible opportunity, either ex ante or ex post. Absences, late arrivals, and early departures necessarily limit your class contribution and, hence, will influence your grade. Please note that if you miss class for more than one session, your grade will be impacted. Note also that mere presence is not sufficient to earn points for class participation. What matters more is the quality, more than the quantity, of your contributions to class discussions.

CLASS POLICIES

1. You are expected to do all the assignments by their due dates, attend all classes, and be prepared for class discussion. If you expect to miss class meetings due to unexcused absences, consider taking the class during another semester.
2. If you miss a class, it is your responsibility to find out from classmates what materials were covered, what assignments are due, and what (if any) handouts were distributed in class. If you miss a class when an assignment was due, you will not be allowed to make up the assignment (unless you had a valid and documented emergency).
3. I will attempt to do everything I can to use the class time effectively and ask that you do the same. This includes arriving, starting, and ending on time. Please respect your fellow students and professor and do not disrupt the class in any way.
4. All written work should be typed and submitted by the due date. Please write your team number and name, the names of all team members, and your section number on the written work!
5. For weather-related class cancellations, please call the Rutgers main number (973932-INFO) or 973-353-1766.

GRADING POLICY

Your "deliverables" for the class are: (a) class participation, (b) two case analyses, (c) one Final team research project and (d) a final exam. You are expected to complete each assignment in order to pass the course. The grading breakdowns and a detailed description of each deliverable are given below.

- 1 Case Presentation (group) 10%
- 1 Case Write Up (individual) 10%

- Final Paper / Presentation (group) 30%

- Final Exam (individual) 30%
 - Class Participation (individual) 20%
- 100%

Case write-ups (10%)

Case group presentation (10%)

All cases must be read and prepared for class discussion.

In addition, each student must produce the following:

1 – One group powerpoint presentation on one case (will be assigned)

The powerpoint presentation will be detailed in a separate document.

2 – One individual written paper case write up (prior to the case being discussed in class.

This is a short written write-up on any case that you choose. This analysis should be 4-6 pages in length (please use 11 point font, double spaced, one inch margins).

In your individual paper, I would like a brief summary of the case, with the bulk of your work on the strategic challenges the company faces and a few new strategic recommendations.

This is the grading rubric I use:

- a. Written recapitulation of the case as written, in nicely done MBA-speak without using our course concepts: Up to 75 points.
 - b. Intelligently written recapitulation of the case as written, using course concepts: 75-80 points.
 - c. As in a/b., plus good strategic challenges in MBA-speak w/o using course concepts: 80-85 points.
 - d. As in b., plus **good strategic challenges** written using **course concepts and analysis**: 85-90 points.
 - e. As in d., plus good, **3 new strategic recommendations** based on course concepts: 90-100 points.
- (Note that this gives you an idea as to how I'll grade the exam and Final Team report, too.)

You have six cases to choose from for your case write up and group case presentation. They must be submitted via Canvas prior to the class where we discuss them. This allows you some flexibility for preference and work schedule.

Final Team report on public company (30%): In teams of 4 or 5 students, you will write a 10-15 page report (including exhibits) on a public company that is listed on a US stock exchange (to make results easily analyzed). You can choose to cover a portion of the company if it operates in multiple product or service markets.

You should base this report on what we discussed in class and the readings. Cite your sources of information about the company.

As with the cases, the objective is to apply course concepts in pursuit of growth and improved company results, defined as sales and/or profits. You're acting as a strategic consultant (note that no successful consultant would ever say "continue what you're doing").

The report should include:

- Company overview (1 page at most) highlighting points that are relevant to your strategic challenges/gaps and recommendations
- **Strategic challenge/gap/opportunity** ○ **Analysis (ie. Porter, SWOT, PEST)**
- **3 Strategic recommendations** ○ Risks to your strategy

Each team will also present a short PowerPoint deck to support the written paper which will include key issues, analyses, and recommendations.

The report and presentation is due on the last class session (prior to the Final).

If you want to form your own team, let me know. After that, I'll assign the remaining students to a team randomly – it makes no difference to me. By Week 3, please tell me what company you want to write your Final team report on.

Exam (30%): During the final week, on () there will be an exam. It will consist of short answers and short essays.

Class Participation (20%): This involves attendance and a high level of participation in the class discussions. Since class participation is so important to this course I am providing more details below:

CLASS PARTICIPATION

The business world expects you to be able to both communicate ideas and respond constructively to the ideas of others. Class participation prepares you for this aspect of the workplace and helps to give you confidence in your ability to think, communicate, and build upon the ideas of others. In this course, you integrate your existing functional skills and display and practice them in an atmosphere that is far more forgiving than the real world (although you may think otherwise!). It is critical (to the success of this case study-based course and its enjoyment by all of us) and urgent that you take this opportunity to develop your analytical and communication skills. To do this, you **MUST** participate. In order to pass the class, you must participate frequently during the semester, at an appropriate quality level.

I expect you to substantiate your comments with the facts of the case or from other readings. Since attendance is required for participation, I expect you to be present for all classes.

You should note that solutions to strategic management problems are varied, with no clear right or wrong answers. **The goal of the class discussions is NOT to come to a comfortable consensus but, instead, to learn about the dynamics of strategic management by grappling with difficult and complex strategic problems.** Often the best strategic solution becomes apparent over time. For this reason, the fear of being wrong should not inhibit your participation. Instead, you should come well prepared to each class – particularly for the **case discussion** classes – and be ready to answer questions/ discuss your strategic analysis.

In sum, Strategic Management is not a lecture course. My role is to that of a facilitator, i.e., to help you: (a) understand and apply strategic thinking, and (b) communicate and learn from each other in class.

Grading Criteria for Class Participation

- (a) **Class attendance is absolutely essential for this course:** the daily participation grades reflect attendance. Only **documented** illnesses, emergencies, religious holidays and university engagements (such as a scheduled sports event) will be recognized as legitimate absences. **Job interviews or attending a job fair are not legitimate absences.** It is best to contact me promptly in case of a legitimate absence. **Non-legitimate absences will result in severe deductions** from your class participation scores.
- (b) **Disrupting the class will negatively affect your participation grade.** This includes **arriving late** to class. Please, respect your fellow students and professor and do not disrupt the class in any way.
- (c) **Participation** grades depend on the quality and quantity of participation. In particular, the **case discussion** classes provide important opportunities to participate and develop strategic skills and **your participation in 'case' classes will be weighted more heavily.**

In evaluating your contributions to **case discussions**, I use the following questions:

- (1) Have you read and analyzed the case in depth?
- (2) Do you use the case data constructively to analyze the strategic issues and make strategic recommendations?

- (3) Do you use the strategic management concepts and frameworks taught in the course to usefully analyze the case?
- (4) Are you a good listener? Do you listen and learn from others in class?
- (5) Does your participation fit in with the flow of the class discussion and show that you have been listening and reacting to others' points?
- (6) Do you constructively debate points with other students? Do you provoke a dialogue with other students?
- (7) Do you present useful recommendations justified by your analysis and/or by the class discussion?
- (8) Do you help us to look creatively at strategic problems and solutions?

I place less value on participation that primarily repeats case facts without analysis or disrupts the flow of the class discussion without reason.

If you attend class but do not regularly participate in the discussion, do not expect to receive a passing grade in the class participation. Remember that effective communication is critical in the business world and that, if you have problems communicating (for example, due to shyness), this class provides you with the opportunity to tackle them. Please feel free to discuss any participation issues with me (before it's too late and the semester is ending!) – I will do my best to assist you, as long as it's early enough in the semester.

Grading

There is no curve in this class. Grading for the term is as follows:

A	=	93-100
A-	=	90-92.99
B+	=	87-89.99
B	=	83-86.99
B-	=	80-82.99
C+	=	77-79.99
C	=	73-76.99
C-	=	70-72.99
D	=	60-69.99
F	=	<60

COURSE SCHEDULE

Session	Topic/Readings/Cases
1	<p>Introduction to the course and to strategic management</p> <p>Reading: Ch1: The Concept of Strategy</p> <p>Case Study: Tough Mudder (chapter 1) discussion in class</p> <p>FORM 12 Teams of 4 each</p>
2	<p>Reading: Ch2: External Analysis</p> <p>Case Study: Chinese Fireworks Industry – Revised (Ivey W11003)</p>
3	<p>Analyzing the firm’s internal resources and capabilities</p> <p>Reading: Ch3: Resources and Capabilities</p> <p>Case Study: Lufthansa 2012 (Ivey W15243)</p> <p>Pick Companies for Team Project</p>
4	<p>Building and sustaining competitive advantage</p> <p>Reading: Ch4: The Nature and Sources of Competitive Advantage</p> <p>Case Study: IMAX: Larger than Life (Ivey 909M19)</p>
5	<p>Strategy for high-tech industries; innovation</p> <p>Reading: Ch6: Technology-based Industries and the Management of Innovation</p> <p>Case Study: Apple Inc. in 2015 (HBSP 715456)</p>
6	<p>Corporate strategy</p> <p>Reading: Ch7: Corporate Strategy</p> <p>Case Study: Philips-Indal</p>
7	<p>Global strategies</p> <p>Reading: Ch8: Global Strategies and the Multinational Corporation</p> <p>Case Study: Strategy in the 21st Century Pharmaceutical Industry: Merck & Co. and Pfizer Inc. (HBSP 707509)</p>
8	<p>Strategy implementation</p> <p>Reading: Ch9: Realizing Strategy</p> <p>Case Study: Nestlé SA: Nutrition, Health and Wellness Strategy (HBSP 311119)</p> <p>Team Project: Final written report due by (); Team PowerPoints are presented</p>

PEER EVALUATION TEAM PROJECT

Section No.: _____

Name: _____

Team Name: _____

Team No.: _____

Project Title: _____

Your team is given 100 points in total for the purpose of peer evaluation. Please allocate these points among members of the team, based upon the relative contribution of each team member to your project. The total sum must add up to 100. In addition, include yourself in the evaluation. This information will be strictly confidential, viewed only by the instructor for the purpose of evaluation.

Team Member Name

(1) _____ Points _____

(2) _____ Points _____

(3) _____ Points _____

(4) _____ Points _____

(5) _____ Points _____

(6) _____ Points _____

Total = 100

Comments and additional information (use this space to explain your assignment of points, needs to be completed is assignment not even):

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]