COURSE DESCRIPTION

Strategic Management is a foundation course within the Rutgers MBA curriculum. We will explore the key considerations and challenges faced by organizations in developing strategy.

This course describes how senior executives and managers analyze, design, and implement strategy in order to achieve a competitive advantage and superior performance. Executives of successful enterprises are able to align the internal activities and external relationships of the enterprise with corporate and business unit strategy in order to provide unique and valued products and services.

This course will integrate your knowledge in key functional areas such as marketing, finance, organizational behavior, and accounting.

COURSE MATERIALS

**Strategic Management 22:620:588, ISBN 10:1121812104 McGraw-Hill.** Available at the Rutgers New Brunswick bookstore. This is a custom paperback text comprised of excerpted chapters from Dess, Lumpkin, Eisner, McNamara, *Strategic Management 6th ed.*, McGraw-Hill. I believe the paperback text is a cost effective source of essential content for our course. However, if you already have a copy of Dess, 6th ed. or can obtain a used copy, you may use that instead.

**In addition, you will need to purchase 8 case studies / articles from Harvard Business Publishing.** These case studies have been collected into a “course pack” that can be accessed at the following link:

[https://cb.hbsp.harvard.edu/cbmp/access/23760196](https://cb.hbsp.harvard.edu/cbmp/access/23760196)

Each case costs approximately $4, so the total package will cost about $32. You will need to purchase the package online using your own credit card. This online purchase process should be fairly simple, but if you require assistance, I will provide further instructions to you in class.

There will also be one additional case, Rogers’ Chocolates (A) that will be provided to you for free.

In addition, students should have access to a personal computer, with access to Microsoft Word, Excel, and PowerPoint.
Course Objectives:

MBA students who complete this course will:

1. Understand the core concepts of strategic management and the practical implementation of these concepts.
2. Combine strategic management skills, knowledge from other courses, and work-related insights to diagnose and solve strategic problems.
3. Become more effective and valued managers because they will be better able to align their work with their employer’s strategic priorities.
4. Acquiring strategic management knowledge and skills will help you to become more marketable to prospective employers. You will also gain the ability to better understand and plan your professional career in relation to the changing business environment.

CLASS ORGANIZATION & ADMINISTRATION

LEARNING EXPERIENCE

The subject of strategy is very much a blend of theory, application, art, and science. A key objective of this course is for you to gain experience assessing, diagnosing, and implementing real world strategic issues in a classroom setting. To achieve this, we will use a variety of learning methods, including lectures, discussions, in-class exercises, and written analyses and presentations. The lectures will provide you with theories, analytic frameworks, and required background information, while the discussions and exercises will provide you with exposure to the subjective and objective dimensions of strategic management.

This is a highly-interactive and case study-based course. We will discuss strategic issues in a non-threatening classroom environment. It is essential that you prepare all assigned reading in advance and be prepared to participate actively in class discussions.

CLASS ATTENDANCE AND PARTICIPATION

Attendance at all classes is expected and counts towards 20% of your class grade. The participation grade reflects attendance. Documented illnesses, emergencies, religious holidays and university engagements will be recognized as legitimate absences. It is best to contact me promptly in the case of a legitimate absence. Non-legitimate absences will result in a markdown of your participation score.

In the business world, you will be expected to communicate effectively and respond to the ideas of others. Our class discussions will help you prepare for this “real world” expectation in an environment that is more forgiving than the business world. In order to pass this course, you MUST participate in class discussions.

You should note that solutions to strategic management problems are varied, and there is not always one “correct” answer. The goal of class discussions is not to arrive at a single, agreed-upon conclusion, but to highlight inherent paradoxes and differences of perspective in grappling with strategic issues. For this reason, the fear of being “wrong” should not inhibit your participation. Instead, you should come well-prepared to each class and be ready to answer questions and discuss your strategic analysis.
GRADING CRITERIA FOR CLASS PARTICIPATION

I will base participation grades on the following criteria:

- Have you read and analyzed the case thoroughly?
- Do you use the case data constructively to analyze the strategic issues and make strategic recommendations?
- Do you use the strategic management concepts and frameworks taught in the course?
- Are you a good listener? Do you listen and learn from others in the class?
- Does your participation fit in with the flow of the class discussion and show that you have been listening and reacting to the points of other students?
- Do you constructively debate points with other students?
- Do you present useful recommendations justified by your analysis and/or by the class discussion?

I will place less value on participation that primarily repeats case facts without analysis or disrupts the flow of 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. Please feel free to discuss any participation issues (for example, due to shyness) with me – I will do my best to assist you as long as it is early enough in the semester.

WRITTEN CASE ANALYSIS

During the semester, we will discuss a number of strategic management cases. You will be expected to prepare written analyses on two of these cases prior to our discussion of the cases in class. You may choose any two cases from the syllabus you prefer to write up with the condition that you must choose at least one of the following cases: “Rogers’ Chocolates (A)”, “Ecco A/S”, or “Shaping Spaarbeleg”.

You must inform me by September 11 which two cases you have selected.

Case write ups are due by 11 pm on the Wednesday prior to the class in which the case will be discussed. Late cases will be marked down as further described under “Class Administration”.

The minimum length of a written case analysis is three pages of text (double-spaced, 1 inch margins, 12 point font). Some students find that they need to expand their paper to 5 or 6 pages (or squeeze their content into three pages using single spacing) in order to adequately describe their analysis and recommendations. In some cases, you may want to add a page or two of exhibits, but this is not necessary. Your goal should be to produce a paper that succinctly conveys your analysis, but shows that you carefully considered the key issues – and to do this without writing a 20-page thesis. Please discuss with me if you feel that you need more guidance.

In analyzing a case, your objective is to determine the key issues, opportunities or problems and cite the evidence that these issues, opportunities or problems exist. (In the business world, you will be much more effective and persuasive if you use evidence to support your opinion regarding an issue,
opportunity, or problem). Then use whatever information is contained in the case to suggest how the company may address the relevant issue(s). Unless I direct otherwise, you should not conduct outside research for the case analysis. Instead, you should base your analysis only on the information contained within the “four corners” of the written case.

More information on how to conduct a case analysis and maximize your learning will be provided to you as an assigned reading.

**RESEARCH PROJECT**

You will be asked to form a team with 3 other students and prepare a research paper on a current strategic situation facing a real company. You are expected to research the firm’s current situation, identify key strategic issues facing the firm, and provide recommendations for strategy and implementation of strategy. Your team will need to deliver three presentations and, at the end of the semester, a written paper.

The first presentation consists of a 5 minute informal introduction, in which your team will announce the firm that you have chosen to study, along with proposed methodology and information resources for your research. This will provide an opportunity for me and your classmates to provide you with preliminary feedback.

The second presentation will be used to present your team’s analysis of the firm’s external environment and its internal resources and capabilities. The final presentation will require you to present possible strategic options and your recommendations for the firm’s strategy and the implementation of that strategy. Both the second and third presentations should have a duration of approximately 15 minutes with an additional 5 minutes for questions and discussion.

You are encouraged to conduct as much original research as possible (for example, through personal interviews), in addition to using online and other published resources.

However, you are encouraged to use your creativity to make the presentation lively and interesting – videos, skits, role-plays, and props are examples of useful additions to the presentation.

The final paper should present both your analysis and your recommendations for strategy and implementation – in other words, it should serve to document both your second and third presentations. The format of this paper should be consistent with a typical business memo, with an executive summary, clear organization, and references, evidence for your conclusions and recommendations, and supporting detail.

To provide you with a sense for how I assess the second and third presentation, I have attached sample evaluation forms at the end of this syllabus.

By the deadline in the syllabus, form your own project teams of 4 people. Try to select people with a range of business majors because you need to integrate skills such as financial analysis, marketing skills, etc. Email me your list of team members, with your contact information (phone numbers and email
addresses). If you have tried but have not succeeded in joining a team by the deadline, let me know and I will assign you to a project team.

I will be available throughout the semester to guide you on the project.

If you have any serious problems with free-riders and/or slackers, then: (a) try to manage and discuss your concerns with the slacking individual, and (b) if that doesn’t work, alert me promptly (you should not wait until the last few days before the project is due).

In extreme cases, non-performing team members may fail the course. You will have the opportunity to rate team members’ contributions through an end-of-semester peer evaluation. A copy of the peer evaluation is attached to this syllabus. Note that the peer evaluation is not meant to substitute for taking timely and proactive steps concerning non-performing team members.

This is a good opportunity for you to choose a project on your current, future, or potential employers, or other companies in an industry in which you are currently working or considering for your career.

You should treat the presentation as a professional presentation. This means you should:

- Use appropriate visual aids (PowerPoint, overheads, etc.)
- Speak clearly and professionally
- Be prepared for questions
- Not exceed your allotted time

**GRADING CRITERIA FOR WRITTEN ASSIGNMENTS**

In grading your written assignments (case write-ups and research paper) I will use the following criteria.

- **Rigor of analysis:** you should use the appropriate analytic frameworks from class that are relevant to the problem. You do not need to use all of the concepts we have covered in class; only those that help provide insight into the case at hand.
- **Logical consistency:** your recommendations should be logically consistent with your analysis. You should also not recommend an alternative that you have not carefully analyzed.
- **Realistic recommendations:** while creativity in your recommendations will be valued, it is important for you to consider organizational and external realities that may act as barriers to certain strategies (e.g. politics, regulatory environment, culture, access to resources). Also consider the organizational consequences and changes necessary to initiate any bold moves.
- **Clarity of writing:** papers should be addressed to a managerial audience. This means you should outline carefully, write clearly and concisely, and use appropriate tables and graphics to support your argument.
CLASS POLICIES

1. Academic and personal integrity: violations of honor codes and other integrity problems are not acceptable. In doing projects and assignments, you should cite all external sources of information (including Internet sources) fully and completely. Under no circumstances should you “recycle” materials from another class or from other students. To maintain fairness to all other students, violators of academic integrity will be penalized by receiving failing grades and will be reported to the appropriate University authorities.

2. You are expected to do all the assignments by their due dates, attend all classes, and be prepared for discussions in class. If you expect to miss more than three class meetings (including for job interviews), consider taking the class during another semester.

   The two case write-ups and the research paper will be marked down if they are not submitted by 11 pm on their due date, as follows: projects submitted after the due date but within 48 hours will be marked down one (1) letter grade; projects submitted more than 48 hours past the due date will be marked down two (2) letter grades.

3. 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.

4. 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.

5. For weather-related class cancellations, please check the New Brunswick "Campus Operating Status" page: http://campusstatus.rutgers.edu or by going to the main New Brunswick webpage at http://nb.rutgers.edu Obviously, if the campus is closed due to weather conditions, then class will be canceled. If I have difficulty making it class on time (or at all), even under normal operations in New Brunswick, I will attempt to alert you either by email the night before, or first thing in the morning of the class. So… if the weather appears marginal, please make sure to check your email prior to class.

CLASS ADMINISTRATION

I make frequent use of the course Blackboard site and will post new materials on an ongoing basis. I urge you to check the site frequently. Materials that I will post include copies of the PowerPoint presentations that I use in class, assigned (and required) problems, readings, and other files or links for the discussion of current topics.

I also use Blackboard to make email announcements, and I expect that you will be checking your email periodically. However, this assumes that you use either the Scarletmail or eden accounts that you
receive when you enroll at Rutgers. Otherwise, I will not be able to reach you with messages concerning exams, canceled classes, etc.

Some students with valid Rutgers NetIDs may not have valid e-mail addresses listed in Blackboard. This may be because they chose not to have their e-mail address made available to others or if their NetID password is shorter than nine characters. In order for the student to receive emails and other Blackboard notifications, s/he must update their personal information in the official student record system. Current students can update their personal information including email address at https://cas.rutgers.edu.

**It is your responsibility to make sure you are able to receive email messages and announcements from me by properly administering your Rutgers email accounts.**

Please make sure that you are receiving announcements made through the Blackboard; if not, please notify me.

1. I would like to know each of you personally and make the class atmosphere as informal as possible. Please fill out the information sheets I hand out.

2. I will hand out name cards in the beginning of each class. Place these cards in front of you during the class. This will help me keep our discussions organized and record attendance. Please return the name cards back to me at the end of each class.

3. I plan to call on students to participate in discussions, so please be prepared for this.

Please feel free to contact me with any questions or concerns you have during my office hours or at any other mutually convenient time. Email is a great way to communicate, so don’t hesitate to use it. I will try to help you on any day of the week as long as I am available.

**FINAL GRADE ASSIGNMENT**

Students will be evaluated on (a) class attendance and participation; (b) one homework exercise on financial metrics; (c) two quizzes; (d) two written case analyses; (e) a two-phase group project consisting of two separate in-class presentations and a final written research paper. All assignments must be completed in order to pass the course. There is no final exam.

The weightings will be as follows:

- Class attendance and participation: 20%
- Financial metrics homework: 5%
- Quizzes (two): 20%
- Written case analyses (two): 20%
- Research Project and Presentation: 35%
  - Part One: 10%
  - Part Two: 10%
Upon request, I will make available an extra credit assignment, provided that you request the assignment no later than two weeks prior to the last class. (Extra credit is not available as a means of adjusting a final course grade with which you are not satisfied).

Grades are based on the following standard framework:

A  90% and higher
B  80% to 89% (B+ for 87% - 89%)
C  70% to 79% (C+ for 77% - 79%)
D  60% to 69%
F  Below 60%

QUIZZES

Each of the two quizzes will cover the basic strategy concepts that we cover in class and through case discussions and assigned readings. I will provide more detail on each quiz in advance.

If you have a valid emergency and cannot attend a scheduled quiz, notify me as soon as possible, preferably before the quiz. For students with documented and valid emergencies, a makeup quiz will be administered soon after the scheduled quiz, at the instructor’s convenience. The makeup quiz may have a different format, structure, and level of difficulty from the scheduled quiz.
## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
<th>Assignments</th>
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<tbody>
<tr>
<td>1</td>
<td>Jan 23</td>
<td>Introduction and Overview</td>
<td>Text Chapters 1 and 2&lt;br&gt;Posted reading</td>
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<td>Lecture: Introduction AND Analyzing the External Environment</td>
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<td>How to analyze a case</td>
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<td>In-class discussions of Dell Computer and Nestle SA: Nutrition, Health and Wellness Strategy</td>
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<td>2</td>
<td>Jan 30</td>
<td>Lecture: Assessing the Internal Environment</td>
<td>Students must finalize choice of case write ups by January 30&lt;br&gt;Text Chapters 3 and 4&lt;br&gt;Article: Blue Ocean Strategy&lt;br&gt;Prepare Rogers’ Chocolates (A) case</td>
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<td>Financial Metrics</td>
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<td>Case Discussion: Rogers’ Chocolates (A)</td>
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<td>3</td>
<td>Feb 6</td>
<td>Lecture: Business Level Strategy</td>
<td>Financial Metrics Project Due&lt;br&gt;Text Chapter 5</td>
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<td>Case Discussion: Ecco A/S – Global Value Chain Management</td>
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| 4     | Feb 13                                        | Prepare Ecco A/S Global Value Chain Management case  
Finalize research team membership (via email) |
<p>|       | Team Research: Initial Presentation           | <em>Initial team presentations</em>              |
|       | Lecture: Corporate Level Strategy             | Text Chapter 6                             |
|       | Case Discussion: Shaping Spaarbeleg: Real and Unreal | Prepare Shaping Spaarbeleg case          |
| 5     | Feb 20                                        | QUIZ (in class)                            |
|       | Lecture / Discussion: Strategic Implementation| Prepare for QUIZ                           |
|       | Case Discussion: Cadbury Schweppes: Capturing Confectionery (A) | Prepare Cadbury Schweppes case        |
| 6     | Feb 27                                        | Lecture: International Strategy            |
|       | Case discussions:                            | Text Chapter 7                             |
|       | Chemical Bank: Implementing the Balanced Scorecard | Prepare Chemical Bank and Bombardier cases |
|       | Bombardier Transportation and Adtranz        |                                            |
| 7     | Mar 6                                         | Part One of Team Research Presentations: Analysis | <em>Team research presentations – Part One</em> |
| 8     | Mar 13                                        | QUIZ (In-class)                            | Prepare e-Bay case                      |</p>
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<th>Date</th>
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<tr>
<td>Mar 20</td>
<td>RUTGERS SPRING BREAK</td>
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<td>9</td>
<td>Mar 27</td>
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<td>Part Two of Team Research Presentations: Recommendations and Implementation</td>
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<td>Course wrap up</td>
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<td><em>Team Research Presentations – Part Two</em></td>
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<td><em>Team Research Paper is due</em></td>
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Team Name:

Company:

1. Basic description of the business or corporation (15 points)

2. Quality of analysis of external environment (20 points)
   a. Environmental trends
   b. Industry assessment
   c. Competitive analysis
   d. Key success factors
   e. Opportunities and threats

3. Quality of analysis of internal resources and capabilities (20 points)
   a. Resources and capabilities
   b. Culture
   c. Strengths and weaknesses

4. Assessment of key strategic issues (20 points)

5. Response to Q&A (5 points)
   a. Do responses show deep understanding of subject

6. Overall professionalism and quality of presentation (20 points)
   a. Did you clearly cover key points
   b. Was the presentation easy to understand?

Total
Strategic Management

Presentation Part Two: Strategic Decisions and Implementation

Evaluation Form

Team Name:

Company:

1. Brief summary of analysis from Part One (15 points)

2. Strategic options and recommendations (20 points)

3. Risk analysis: What could go wrong? (20 points)

4. Implementation (20 points)

5. Response to Q&A (5 points)
   a. Do responses show deep understanding of subject

6. Overall professionalism and quality of presentation (20 points)
   a. Did you clearly cover key points
   b. Was the presentation easy to understand?

Total
PEER EVALUATION

Team Project

Name:

Team Name:

Team Number:

Project Title:

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

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<th>Team Member Name</th>
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<td>Total = 100</td>
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OPTIONAL: Comments and additional information (use this space to explain your assignment of points if you feel an explanation would be helpful):