

Management**Course Number: 22:620:622****Course Title: Business Strategy: Connecting Corporate Strategy to Business Units****COURSE DESCRIPTION**

This advanced strategy course provides MBA candidates with a unique perspective on how corporations formulate strategies to allocate resources, create (or destroy) value for its business units, and how to implement strategic plans. Using the case study method, MBA candidates will examine strategies of successful and failed corporations. MBA candidates will discuss practical and field-tested methods that corporate and business leaders use to achieve sought-after results. Lastly, MBA candidates will be exposed to a wider perspective of management practices through breakout sessions and practical applications. This course is all about enabling *you* to become an even more rounded thought leader.

COURSE MATERIALS

1. **Text:** Campbell, A., Whitehead, J., Alexander, M and Goold, M (2014) *Strategy for The Corporate Level* New York: J.W&S.
2. **Second course book:** Strigl, D., Swiatek, F. (2011). *Managers, Can You Hear Me Now?* New York: McGraw-Hill.
3. **Case studies:** A course packet is available for on-line purchase from the Harvard Business School Publishing Website at the following URL: <https://hbsp.harvard.edu/import/711162>
4. Also, every session will begin with a discussion of current Corporate Strategy events. The *Wall Street Journal*, *Financial Times*, *Bloomberg's World and/or Investor's Business Daily* are reliable sources for learning about current corporate strategic events.

COURSE OBJECTIVES

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

1. Identify the cornerstones of successful corporate strategies
2. Recognize methods used by multi-business corporations to create value between and among their business entities
3. Foster an appreciation of the external forces that influence and shape the corporate and business strategic planning process
4. Be equipped with the necessary skills to analyze, assess, design, and implement business strategies
5. Utilize management concepts discussed in the course to enhance MBA candidates' executive & business acumen

CLASS GUIDELINES

1. **Be here and now**, class discussions are critical for your learning and your success. Class attendance is mandatory. Should you miss a class, it will be your responsibility to find out what material was covered and what assignments may be due from classmates. Please notify me **in advance** if you will be unable to attend a class. No call / no show will result in losing points towards your final grade. Emergency situations will be treated on a case-by-case basis, yet you are responsible for contacting me after the emergency.
 2. **If you miss** a test or quiz, you will not be permitted to take a make-up except in an extreme circumstance to be determined by professor.
 3. **Efficient & effective use of class time**. This includes arriving and concluding on time.
 4. **Written assignments** are due on the date specified. **Late submissions will not be accepted** except in an extreme circumstance to be determined by professor.
 5. **Be courteous and mindful while in class and avoid disruptions**. This includes use of electronic devices of any kind and/or eating during class.
 6. **Check Canvas** for important announcements (i.e. I often post notes/questions to assist you in your pre-class preparation for all assigned cases and reading material)
 7. **Academic and personal integrity**. Zero tolerance, you should cite all external sources of information fully and completely. Violators of academic integrity will be penalized and reported to University authorities.
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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.

GRADING POLICY

CASE DISCUSSION LEAD: 30% (Due Date: Ongoing - Every Session)

Responsibilities:

During the course of the semester, **MBA candidates will lead the analysis and discussion of one case.** MBA candidates will be responsible for:

1. Creating the study group and selecting the case from the Course Schedule. Cases will be granted on a first come/first served basis.
2. Informing the professor of the Group teammates’ names & Case selection via e-mail.
3. The case analysis must include, at a minimum, the following three parts:

- a. Introduction: It should describe what the case is all about.
 - b. Case questions: The analysis must include answers to questions listed for each Case under Course Details and Itinerary.
 - c. Lessons Learned: Each analysis must include three learnings. Reach team consensus as to which one of three is the most important and explain why.
4. A maximum of four (**cover page +3**) PowerPoint slide presentation will be allowed.
 5. Teams will have **10 minutes** to present their analysis and **20 minutes** of audience Q&A.
 6. Please **do NOT do any research for the cases**. All the information you need is contained in the case itself.

GROUP PRESENTATION: 30% (Due Date: TBD)

The class will be divided into several small groups of MBA candidates. Each group will be assigned one of three corporate growth strategies: **Buy, Borrow, or Build**. Each group will develop and present to the class a presentation about its assigned strategy, which will include an actual corporate success, or failure. Class members will be given an opportunity to question and challenge presenters. Poor or noncontributing team members will be subject to receiving partial or no credit. We will discuss specific details in class. It is important to note that this assignment will start and be completed during Session 3.

FINAL PAPER “Connecting The Dots”: 40% (Due Date: TBD)

The “Connecting The Dots” writing assignment will be the final exam. This paper will enable MBA candidates to select and apply the knowledge gained in this course to their individual professional and/or business ambition. MBA candidates will be required to write a personal, professional or business strategic plan not to exceed two 8 ½ by 11 pages. There is no format; it will be “*your strategic map*” to get where *you’d like to be* in 3, 5, or 10 years. Nevertheless, the plan should include at least three elements/concepts learned in class, an implementation timeline, resource allocation, tracking mechanism, and financial or other measurable outcomes. Please submit your PDF file to ()

GRADING, PERFORMANCE MEASURES AND FEEDBACK

<u>Component</u>	<u>Value</u>
Case Discussion Lead	30 %
Team Project	30 %
Final Paper	40 %
Total	100 %

A = 95 - 100, A- = 90 - 94.99, B+ = 87 - 89.99, B = 84 - 86.99, B- = 80 - 83.99, C+ = 77 - 79.99, C = 74 - 76.99, C- = 70 - 73.99, D = 60 - 69.99, F = >60

NOTE: My grading policy is to report the exact grade earned rather than rounding or curving grades.

COURSE SCHEDULE

Instructor reserves the right to adjust as necessary. All adjustments will be announced in advance.

TEXT KEY: * Campbell, A., Whitehead, J., Alexander, M and Goold, M (2014) *Strategy for The Corporate Level* New York: John Wiley & Sons. ** Strigl, D., Swiatek, F. (2011). *Managers, Can You Hear Me Now?* New York: McGraw-Hill

Sessions & Dates	Topics	Cases/Activities
Session 1	Ch1 & 2* - Evolution of Corporate and Business Strategy. Two primary areas and three logics that drive corporate level strategy.	<i>Are you sure you have a strategy?</i> Donald C Hambrick; James W Fredrickson.
Session 2	CH3* - How to Find Good Business and What To Avoid The Parthenon model Ch4* - How To Make Business More Successful - The Heartland matrix	<i>Corporate or Parenting Advantage</i> Tata Group. Guidance for the Corporate Growth Strategy: Buy, Borrow & Build (BBB)
Session 3	Ch7* - Ten Sources of Vertical Value Ch8* - Nine Sources of Horizontal Value Corporate Growth Strategy Project: Buy, Borrow & Build (BBB)	<i>Successful M&As</i> CEMEX, creating an unbeatable edge in the commodities space <i>Select firm and research</i> according to assignment. Once completed, email Pp slides to: h.patorniti@rutgers.edu before () – () SIN. time
Session 4	Developing A Corporate Strategy, Ch. 12 Under Course Documents – Canvas Final Paper: Connecting the Dots	<i>Disruptive strategy</i> VW Strategy 2025, Shifting Gears in Disruptive times
Session 5	Guidance BBB Analysis Presentations start @ ()	
Session 6		Change of designation in class day Per students request, this session hours have been redistributed to:
Session 7	Chapters 1, 2 & 3** Intro to link between Corporate Level Strategy and culture.	<i>Blue ocean strategy</i> UBER vs. DIDI...The Race for China's Ride-hailing Market
Session 8	Chapters 4, 5 & 6** • The importance of accountability and results to achieving strategic goals	<i>Dual strategy</i> Singapore Airlines' Balancing Act. SIA's, successful execution.
Session 9	Chapters 7, 8 & 9** • The relationship between Corporate Strategy success and Corporate Culture	<i>Altruistic or selfish strategy:</i> Tea and Sustainability at Unilever Final Paper Q&A session

Session 10	Exercise: Solve the strategic puzzle Last review of Final Paper assignment Course conclusion and Q&A	<i>Strategy - Commercial Success</i> <i>Samsung Electronic Company, becoming</i> <i>a “Tier-one” company</i>
FINAL PAPER Due on () no later than ()		

COURSE DETAILS & ITINERARY

Session 1: Evolution of Corporate Strategy and difference with Business Strategy. Pre-class reading assignment: Chapters 1* and 2* Two primary areas C.L.S. should relate to. The three Logics that drive CLS.

Article: Are you sure you have a strategy?
Donald C Hambrick; James W Fredrickson.

Session 2: How to Find Good Business and What To Avoid and How To Make Business More Successful - The Heartland matrix

Pre-class reading assignment: Chapters 3* and 4*

Case corporate or parenting advantage: TATA, the case describes in detail the various mechanisms by which the Tata group attempts to create a corporate or parenting advantage. Please address the following as you prepare your analysis:

1. What are the mechanisms by which the Tata group added value to its group companies? [SEP]
2. What are the differences, if any, between the way the Tata group adds value and the way a multibusiness conglomerate such as GE adds value? Should the Tata group make the subscription of its services by group companies mandatory?
3. Should the approach to the creation of a corporate advantage by a business group differ based on:
 - a) The level of related/unrelated diversity of the mix of businesses in the group; and
 - b) The relative development of the institutional environment in the country? If yes, how? [SEP]

Guidance for the Corporate Growth Strategy Project: Buy, Borrow & Build (BBB)

Each student will select a firm; conduct the necessary research based on the assigned growth strategy and will present its analysis to the class. Please adhere to the following guidelines:

1. Include pertinent points from the reading that executives need to know before deciding to **buy, borrow, or build**, including advantages, disadvantages, and issues.
2. Present a real-life example of a corporation's success or failure in their attempt to grow by utilizing one of the three growth strategies: **buy, borrow or build**. Focus on why and how the company made its decisions. (To the extent possible, present specific criteria and results used to determine success or failure.)
3. Be specific, clear, and concise. Allow for more than one person to present and plan for some “smooth” transitions.
4. Build your presentation with no more than 10 Pp slides. Each student will have 15’s to present.
5. There will be a 10-minute Q&A upon completion of each team’s presentation

Session 3 Sources of Vertical & Horizontal Value

Pre-class reading assignment: Chapters 7* & 8*

Case successful M&As: *CEMEX, creating an unbeatable edge in the commodities space.* Please consider the following questions:

1. What was the initial paradigm shift CEMEX was confronted with and how did CEMEX neutralize its adverse impact?
2. What are CEMEX's distinct capabilities/drivers?
3. What is CEMEX's value creation proposition? Please describe
4. What steps did CEMEX take to absorb international growth?

Corporate Growth Strategy Project: Buy, Borrow & Build (BBB) Select firm and research according to assignment.

Analyze & organize material, create and present analysis

Once completed, email Pp slides to: [Q](#) before () – () SIN. time

Session 4: Developing A Corporate Strategy

Pre-class reading assignment: Ch. 12 (Under Course Documents – Canvas)

Case disruptive strategy: *VW Strategy 2025, Shifting Gears in Disruptive times*

Consider the following questions as you analyze the case:

1. What were the threats of disruption facing VW?
2. What role did Dieselsegate play in triggering the strategy transformation?
3. Evaluate Strategy 2025 and develop an action plan for the CEO

Final Paper: Connecting the Dots Guidance

This practical application of concepts, theories, and practices learned during the course will enable MBA candidates to design and manage the implementation of their individual strategic plan. MBA candidates will be required to formulate an individual strategic plan that considers external factors, individual core competencies and unique characteristics (value creation heartland concept), performance metrics, timetable, resource allocation, tracking mechanism, and ultimately desired outcomes. In essence this strategic plan will become the foundation of your own scorecard and if you keep it alive, you will edit it as time marches on and new trend/scenarios develop. MBA candidates will be required to identify preliminary strategic outcomes for the final exam: Connecting the Dots.

Session 5: BBB Analysis Presentations

Session 6 Change of designation in class day

Per students request, this session hours have been redistributed to:

Session 7: Intro to link between Corporate Level Strategy (CLS) and culture.

Pre-class reading assignment: Managers Can You Hear Me Now? Chapters 1, 2 & 3**

Case on blue ocean strategy: *UBER vs. DIDI... The Race for China's Ride-hailing Market*

Consider the following questions as you analyze the case:

1. What is Uber's value innovation? How did it create a blue ocean?
2. What should Uber do regarding its surge pricing model? Would you keep the surge pricing model? Why/why not?
3. What is the competitive advantage of Uber? How transferable is Uber's competitive advantage to an emerging market such as China?

Session 8: The importance of accountability and results to achieving strategic goals.

Pre-class reading assignment: Managers Can You Hear Me Now? Chapters 4, 5 & 6**

Case on dual strategy: *Singapore Airlines' Balancing Act*. This case reveals SIA's successful execution of a dual strategy of differentiation and cost leadership by offering world-class service and being a cost leader.

1. Can pursuing dual strategies be profitable and sustainable over a long period of time?
2. What were/are SIA's strategic paradoxes and how did its executives manage these four paradoxes?
3. What rationale did SIA follow when allocating resources?
4. What type of benefits did SIA's centralized & decentralized approach brought to the airline company?
5. Please help the audience understand how SIA allocated their resources.
6. What contingencies (if any) should Leijnse build into the sustainable tea plan? If consumers do not respond to the changes as expected, how will Unilever respond? [SEP]
7. How could sustainability be implemented throughout the Unilever organization? [SEP]

Session 9 The relationship between Corporate Strategy success and Corporate Culture

Pre-class reading assignment: Managers Can You Hear Me Now? Chapters 7, 8 & 9**

Case on altruism or selfishness: *Tea and Sustainability at Unilever: Turning Over a New Leaf*. This case focuses on corporate sustainability, sustainable entrepreneurship, marketing sustainable consumer products, and potential impact to profitability.

1. Is there a first-mover advantage for Unilever in implementing sustainably sourced tea? Or, would Unilever be paving the way for its competitors to sustainably source tea? [SEP]
2. How would consumers respond to sustainable tea? Would Unilever gain market share by winning over the customers of competitors, or would Unilever grow the tea market? [SEP]
3. How would the change to sustainably harvested tea affect the larger Unilever brand? [SEP]

Final Paper Q&A session

Session 10: Individual & Team Exercise, Course Concussion and Q&A

Exercise: Solve the strategic puzzle

Last review of Final Paper assignment

Course concussion and Q&A

Final Paper: Last review of the *Connecting the Dots* Paper.

The “*Connecting The Dots*” writing assignment will be the final exam. This paper will enable MBA candidates to select and apply the knowledge gained in this course to their individual professional and/or business ambition. MBA candidates will be required to write a personal, professional or business strategic plan not to exceed two 8 ½ by 11 pages. There is no format; it will be “*your strategic map*” to get where *you’d like to be* in 3, 5, or 10 years. Nevertheless, the plan should include at least three elements/concepts learned in class, an implementation timeline, resource allocation, tracking mechanism, and financial or other measurable outcomes.

- Due on or before (), ()
- Please submit your final paper to: [Q](#) Ø PDF file format

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.]