



RUTGERS

HR Strategy II: Business and Competitive Strategy

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Spring 2023

[Syllabus as of January 17, 2023]

“Leaders establish the vision for the future and set the strategy for getting there.” – John P. Kotter

“I was drawn to the field of competition and strategy because it tackles perhaps the most basic question in both business management and industrial economics: What determines corporate performance?” – Michael Porter

“The essence of strategy is choosing what not to do” – Michael Porter

“The biggest risk is not taking any risk... In a world that is changing quickly, the only strategy that is guaranteed to fail is not taking risks.” -- Mark Zuckerberg

“Leadership belongs to those who take it” – Sheryl Sandberg

Instructor: Jane Baylis

Class Sessions: Tuesdays, 4:30 – 7:10 pm

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Office Hours: By appointment

Course Overview

The primary objective of this course is to provide you with a deep understanding of strategic management. Topics to be covered will include competitor analysis, strategy formulation (at the business, corporate and international levels), acquisitions and restructuring, and cooperative strategies.

We will discuss the reality that some firms gain sustainable competitive advantage over industry rivals while others struggle to simply survive. How do factors such as a firm’s internal and external environment impact their selection and implementation of strategy? How do new firms effectively plan and execute strategies that will enable them to successfully compete against established firms? These are some examples of the types of questions we will seek to answer in our study of strategic management. To achieve these objectives, a balance of theory and practice will be applied in the form of textbook readings and discussions mixed in with “real life” business examples and cases.

SMLR / HR Management Learning Goals

Three Core Areas for Success in SMLR

The curriculum in the programs within SMLR focus on different areas (ie. HRM, LSER) and levels of study (ie. UG, Masters, PhD). Across these programs, we strive to advance students cognitive skills and processes, their Knowledge of Theory and Application, and develop their professional skills.

- 1) Cognitive Skills and Processes
- 2) Knowledge of Theory, Practice, and Application
- 3) Professional Development

Cognitive Skills and Processes

The cognitive skills and process area reflects the goal for SMLR programs to help students develop skills central to lifelong learning and participation in society and the workplace.

Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry level professional.

- Communicate complex ideas effectively, in standard written English
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Produce quality research papers with proper convention of attribution/citation
- Produce high quality executive summaries
- Make an argument using contemporary and/or historical evidence
- Present ideas and arguments in a logical and effective way

Quantitative Skills – Apply appropriate quantitative and qualitative methods for research workplace issues.

- Formulate, evaluate, and communicate conclusions and inferences from quantitative information
- Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)
- Apply qualitative methods appropriately, alone and in combination with quantitative methods

Research Skills – Demonstrate an ability to collect, analyze and synthesize information to make logical and informed decisions impacting the workplace. Use evidence to evaluate hypotheses, theories, and approaches to workplace issues.

- Employ current technologies to access information, to conduct research, and to communicate findings
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Assess and critique relevant evidence and research findings
- Access high-quality historical, qualitative, and quantitative evidence or research
- Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues

Knowledge of Theory, Practice and Application

The knowledge of theory and application area reflects the goal for SMLR programs to ensure that students learn the key theoretical and foundation areas of study in their domains and realize opportunities to apply that knowledge to practice situations.

Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.

- Demonstrate an understanding of the practical perspectives, theories and concepts in their field of study
- Evaluate and apply theories from social science disciplines to workplace issues

Understanding Context – Evaluate the context of workplace issues, public policies, and management decisions.

- Analyze the degree to which forms of human difference shape a person’s experience of and perspectives on work
- Analyze a contemporary global issue in their field from a multi-disciplinary and intersectional perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a local and global context (HRM)

Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory, and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

Professional Development

Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations

- Develop effective presentation skills appropriate for different settings and audiences
- Develop career management skills to navigate one’s career
- Develop capabilities to work and lead in a multicultural and diverse environment
- Work productively in teams, in social networks, and on an individual basis
- Develop cultural agility competencies
- Demonstrate lifelong personal and professional development skills

Student Resources and Scholarships

- a. If you are in need of help in the areas of (a) mental health, (b) academic coaching, and (c) financial assistance: <https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students>
- b. Scholarships – we encourage you to view the SMLR’s scholarship offerings,: <https://smlr.rutgers.edu/academic-programs/scholarships>

Course Requirements and Grading

(Specific due dates noted on the course outline below, and on the detailed assignment documents)

1) Class Participation (10% of course grade): You will be expected to actively participate in class. One of the core discussions (for several classes) will be the assigned case studies. It is important that you are prepared to discuss these case studies, as you will often be part of an “in-class” team that will discuss the case study and then share your insights with the broader class.

2) Individual Case Analysis Assignments #1 and #2 (20% and 20% of course grade): This will involve analyzing a case study. A separate handout detailing this assignment will be provided and posted on Canvas. **Case Analysis #1 is due on February 28th and Case Analysis #2 is due on April 4th.**

3) Final Team Project and Presentation (30% of course grade): You will be assigned to a team early in the semester, and your team will choose an organization to both analyze and offer insightful and creative recommendations related to the organization’s strategy. A written summary will accompany your presentation and will be part of your grade. Each team will be assigned a grade for this presentation, and this grade will be shared by every member of the team. A separate handout detailing this assignment will be provided and posted on Canvas. **Final team presentations will be on April 25th.**

4) Final Case Analysis (20% of course grade): This will involve analyzing a case study. A separate handout detailing this assignment will be provided and posted on Canvas one week prior to the due date. **The Case Analysis is due on May 9th.**

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Note: All assignments (team and individual) will be submitted via Canvas, and the Turnitin verification service will be used for this class. Turnitin is a software program used by Rutgers and many other universities to check for originality and plagiarism.

EVALUATION

Your course grade will be determined as follows:

Course Component	Percentage of Final Grade
Class Participation	10%
Individual Case Analysis 1	20%
Individual Case Analysis 2	20%
Final Team Project	30%
Final Case Analysis	20%
Total:	100%

Grading Scale

90-100 = A

88-89 = B+

80-87 = B

78-79 = C+

70-77 = C

60-69 = F

Note: for most assignment grades, I will also use “minus” grades, i.e. A-, B-, C-; in addition to the standard grades above.

Course Policies

You are expected to complete all of the reading and come to class prepared to discuss what you have read. Further, you should be prepared to discuss and debate the material for the course to practice critical thinking and to build your understanding of the material. If you miss a class for any reason, you are responsible to find out about materials covered and any changes in schedule or assignments.

Assignments will not be accepted after the noted due date unless special arrangements have been made with the professor in advance. Students will not be permitted to take examinations after the exam date stated on the syllabus. All known student disabilities and religious holidays will be accommodated as appropriate. If you need any accommodation, you should discuss this with me no later than the second-class session.

All students will be expected to be familiar with and abide by the University’s Academic Integrity Policy. Failure to comply with this policy will result in the student’s failure of the course and referral to the Office of Student Conduct.

Students should use their Rutgers e-mail addresses for class communications with the instructor and the members of their team. In addition, we will use Canvas as the primary source of class content, and for other collaboration as required. **As such, students should check their Rutgers email and Canvas on a frequent basis.**

Required Readings

Students are responsible for accessing and completing all readings prior to the class for which the readings are assigned. Required readings listed on the course schedule can be obtained as follows:

- Rothaermel, F.T. 2021 **Strategic Management: Concepts, 5th Edition**. McGraw-Hill Higher Education. *(All assigned chapters appear in the course schedule)*

Note: The textbook will be available for purchase at the bookstore. Alternatively, you may purchase or rent the book from various sites online.

Harvard Business School Publishing:

You will see several “HBSP” references in the Course Schedule Below. There are two options for obtaining these reading materials (articles and case studies)

- I have set up a “course pack” unique to our class on the HBSP website. You can click on the following URL and follow the directions for purchasing this material. If you have not done so already, you will need to set up an account on the HBSP website.

Link for Course Printed Materials: <https://hbsp.harvard.edu/import/1012085>

If you experience technical difficulty, please contact the HBSP Technical Support Group:

Phone: 1-800-810-8858 (outside the U.S. and Canada, 1-617-783-7700); 24-hour availability or E-mail: techhelp@hbsp.harvard.edu.

- You may be able to access some of this HBSP copyrighted material via the Rutgers library (note: certain case studies may only be available through Harvard Publishing)

Specific List of Cases and Articles:

For Class discussions - These are noted on the Course Schedule:

1. Case: How does Digital Transformation Happen?
2. Case: Southwest Airlines--2002: An Industry Under Siege
3. Case: Climate Change and the Napa Valley Wine Industry
4. Case: Neighborhood Watch: The Rise of Zillow

For Individual Assignments - These case studies will be discussed in greater detail on the assignment sheet for the individual assignment:

Note: In addition to the above cases and articles, you will be required to purchase one additional case later in the semester for the final exam. Expect to spend about \$50 on the entire set of cases and articles for the course.

Course Schedule

Date	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Class 1 January 17	Course Introduction What is Strategy?	Chapter 1
Class 2 January 24	Strategic Leadership: Managing the Strategy Process	Chapter 2
Class 3 January 31	External Analysis: Industry Structure, Competitive Forces, and Strategic Groups	Chapter 3 How Does Digital Transformation Happen Case? (HBSP)
Class 4 February 7	Internal Analysis: Resources, Capabilities, and Core Competencies	Chapter 4 Southwest Airlines Case (HBSP)
Class 5 February 14	Competitive Advantage, Firm Performance and Business Models SWOT Analysis	Chapter 5 Napa Valley Case (HBSP)
Class 6 February 21	Meet with Teams to discuss Final Team Project	
Class 7 February 28	Business Strategy: Differentiation, Cost Leadership, Blue Oceans	Chapter 6 Individual Case Assignment #1 Due February 28th
Class 8 March 7	Business Strategy: Innovation Entrepreneurship, and Platforms	Chapter 7
March 14	Spring Break	
Class 9 March 21	Corporate Strategy: Vertical Integration and Diversification	Chapter 8 Zillow Case (HBSP)
Class 10 March 28	Corporate Strategy: Strategic Alliances, Mergers and Acquisitions	Chapter 9
Class 11 April 4	Global Strategy: Competing Around the World	Chapter 10 Individual Case Assignment #2 Due April 4th
Class 12 April 11	Organizational Design, Structure, Culture and Control	Chapter 11
Class 13 April 18	Corporate Governance and Business Ethics	Chapter 12
Class 14 April 25	Final Team Presentations	Team Presentations and Written Reports Due (upload to Canvas)
May 9	Final Case Analysis	

***HBSP: Harvard Business School Publishing (see Required Readings above).**