

HR Strategy II: Strategic Management Spring 2016

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Course Overview

How do 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? How do some firms align activities in a manner that supports their chosen strategies while others seem to frequently struggle with issues of alignment? These are some examples of the types of questions we will seek to answer in our study of strategic management. The course attempts to encourage an integrated, cross-functional perspective to develop analytical and decision making skills needed to cope with organizational uncertainties and business realities. 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.

Course Requirements and Grading

Your grade for this course will depend on your performance across several different activities. In addition to scoring well on exams, successful performance requires that you complete assigned readings, participate in class and case discussions and exercises, and perform well on case analyses and class presentations. Final course grades will be computed as follows:

89.5 to 100	A
86.5-89.49	B+
79.5-86.49	B
76.5-79.49	C+
69.5-76.49	C
Below 69.5	F

Individual Participation	10%
Team Case Presentations	20%
Team Project	20%
Midterm Exam	25%
Final Exam	25%
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Total	100%

1. Participation (10% of course grade)

Participation grades will be assigned based on the contributions that you make to class discussions over the course of the semester. Contributions should be made based on full preparation prior to class (i.e., having read the assigned reading and case material, completed assigned questions, and considered how the material relates to other course content). You should note that it is the quality rather than the quantity of participation that counts. I judge comments to be of high quality to the extent that they possess one or more of the following attributes:

- they bring the conceptual issues from this course and other coursework in the MHRM program to the analysis of cases, current events, or other topics covered in class discussions;
- they contribute to moving the discussion and analysis forward—they offer a unique, relevant perspective on the issue being discussed;
- they transcend the “I feel” syndrome, that is, they make an argument and present supporting evidence;
- they communicate ideas to the class in a civil, professional way.

Absences: I understand that occasional absences may be necessary, and I do not penalize students for missing a class or two throughout the semester. Thus, I ask that you do NOT email me to inform me of a planned or unplanned absence unless relevant to a scheduled exercise or presentation in class (or unless there is an issue that will affect your ongoing attendance in class). However, you are responsible for communicating with your team regarding any absences and ensuring that you fulfill all of the obligations outlined in your team case agreement (see below).

2. Team Case Presentations (20% of course grade)

For case presentations, you will work in teams that will be formed at the beginning of the semester. In class, on each week that a case is assigned, all teams will have 20 to 25 minutes to work together to create a case presentation (PowerPoint) that addresses the assigned case questions. I will randomly choose two or three teams to present their case analysis in class each week. Your case presentation may not exceed **10 minutes** in length. Your team will be called on between one and three times throughout the semester to present, and you will not know whether your team is presenting until case presentations have begun in class each night. Therefore, all teams will need to prepare to present the assigned case each week. Following your team’s presentation, I will ask you questions about your analysis and recommendations. Your final case presentation grade will be an average of the grades your team receives for case presentations throughout the semester.

Note that you are *not expected* to consult with your teams on the case questions prior to the class at which a case will be discussed. However, for each assigned case, all team members are expected to come to class individually prepared with thoughtful answers to the questions assigned for that week, as well as a copy of the case.

Case Presentation Grading Criteria

Case presentations will be graded based on the following criteria:

- Analysis reflects a thorough reading and reflection on the assigned case
- Analysis offers integrative insights drawn from knowledge developed in this course

- Analysis comprehensively addresses the assigned case questions
- Analysis explicitly examines contrasting viewpoints and/or alternative solutions when relevant, as well as pros and cons of potential recommendations
- Analysis reflects critical thinking with an eye toward short- and long-term implications
- Recommendations reflect a consideration of the resources required for implementation (i.e., organizations do not have bottomless pockets, and resources must come from somewhere)

Case Team Agreements

By the third class, each case team must submit a team agreement, signed by all team members, which explicitly addresses how the team will handle the following matters:

1. Team member absences (note that a team may still be asked to present in the absence of members)
2. Expectations concerning team member preparation for cases prior to class

3. Team Project (20% of course grade)

A separate handout detailing team project requirements and the team project grading rubric will be provided in class.

4. Midterm Exam (25% of course grade)

The midterm exam will cover the principles discussed in the course, in class readings, and in case discussions and will test your ability to apply key concepts to organizational scenarios. The exam will be cumulative with coverage through the class immediately preceding the exam. Exam questions will require short answer/short essay responses.

5. Final Exam (25% of course grade)

The final exam will be an in-class, closed-note exam covering the principles discussed in the course, the book, and class and case discussions and will test your ability to apply key concepts to organizational scenarios. The exam may include short answer and/or essay questions.

Course Policies

1. All known student disabilities and religious holidays will be accommodated. If you have a condition (e.g. pregnancy, learning disability, etc.) or holiday that needs accommodation, please see me early in the semester so that we can take appropriate steps.
2. 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.
3. Assignments and Examinations: 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 requests for make-up exams must be made on the first day of class, and make-up exams must be taken prior to the scheduled examination time in class.

Course Schedule

Date	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Class 1 Jan 20/21	Course Introduction What is Strategy?	Chapter 1
Class 2 Jan 27/28	External Analysis	Chapter 3
Class 3 Feb 3/4	Internal Analysis	Chapter 4 Southwest Case
Class 4 Feb 10/11	Competitive Advantage and Firm Performance SWOT Analysis	Chapter 5 Bridge Adult Service Centre Case
Class 5 Feb 17/18	Business Strategy: Differentiation, Cost Leadership, and Integration	Chapter 6 “Keeping the Faith” Case
Class 6 Feb 24/25	Business Strategy: Innovation and Strategic Entrepreneurship; Blue Ocean Strategy <i>Team time in class</i>	Chapter 7 Article: Blue Ocean Strategy
Class 7 Mar 2/3	Midterm Exam (in class) Part 1 of Team Project due by email by 9am on Monday, March 7th	
Class 8 Mar 9/10	Corporate Strategy: Vertical Integration and Diversification <i>Team meetings with professor</i>	Chapter 8
Mar 16/17	No Class – Spring Break	
Class 9 Mar 23/24	Corporate Strategy: Acquisitions, Alliances, and Networks	Chapter 9 Walt Disney Case
Class 10 Mar 30/31	Global Strategy: Competing Around the World	Chapter 10 Haier Case
Class 11 Apr 6/7	Strategy Implementation and Organizational Design	Chapter 11 Renault-Nissan Case
Class 12 Apr 13/14	Wrap-up Lecture <i>Team time in class</i>	Lenovo Case
Class 13 Apr 20/21	Team Presentations	ALL Team Projects due by email at 9am on the day of class
Class 14 Apr 27/28	Team Presentations	
Class 15 May 4/5	Final Exam (in class)	

Note: On dates when a case or article (i.e., any readings outside the textbook) is assigned, please bring that reading to class.

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. 2013. **Strategic Management: Concepts, 1st Edition**. McGraw-Hill Higher Education.

(All assigned chapters appear in the course textbook)

Available at Livingston Campus bookstore, at Cengage.com, and on reserve at Kilmer Library.

Note: I have made the course textbook available at the Livingston Campus bookstore. However, I realize this textbook is quite expensive. To provide you an alternative to purchasing this text, I have placed a copy on reserve at Kilmer Library, where you can check out the text (to read or make copies) for up to two hours at a time. Note that you will need your Rutgers ID to check this item out at the library.

Alternatively, you may purchase or rent the book from various sites online.

- Harvard Business School Publishing
Access to the following readings can be purchased on the Harvard Business School Publishing website using the following link:

<https://cb.hbsp.harvard.edu/cbmp/access/43536514>

1. Case: Southwest Airlines--2002: An Industry Under Siege
2. Case: Strategic Planning and Governance at Bridge Adult Service Centre: Where to Begin?
3. Case: "Keeping the Faith"? Competitive Positioning of a Not-for-Profit Youth Camp
4. Case: The Walt Disney Company and Pixar Inc.: To Acquire or Not Acquire?
5. Case: Haier: Taking a Chinese Company Global in 2011
6. Case: Renault-Nissan: The Challenge of Sustaining Strategic Change
7. Case: Lenovo: Building a Global Brand

Note: In addition to the above cases, you may be required to purchase one additional case later in the semester for the final exam.

- The "Blue Ocean Strategy" article is available in the Resources section of the Course Sakai site.