HR Strategy II: Strategic Management
Fall 2012
(November 3-December 23, Saturdays, 9-5)

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Course Overview

What is strategic management? Why is it important for us as HR professionals to know about strategic management? What is the role of the leader, manager and supervisor in companies? 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? Who are multiple stakeholders? What is a value chain? What is a supply chain? 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? What are the reasons acquisitions and mergers often fail, but are still very popular strategies? What are the ways companies expand internationally? These are some examples of the types of questions we will seek to answer in our study of strategic management over the next few weeks. In our discussions we include companies and organizations from all countries and those that are private, public, franchises, state-owned, small, medium and large sized. It is very possible you will work in one or several of these forms of companies during our careers.

The course attempts to encourage an integrated, cross-functional perspective in our understanding of the operations of companies. The course encourages us to appreciate and understand many internal and external conditions that most companies face. The idea for us in HR is to develop a greater appreciation and understanding of organizational conditions and business realities, and then to identify the **implications** for us in HR. To achieve these objectives, a balance of theory and practice will be applied in the form of textbook and current events readings, presentations and discussions mixed in with real life business examples and cases.

Assumptions

1. You enjoy learning about strategic management conditions and their implications for managing people.
2. You think, as an HR professional, that it is important to know about strategic management conditions and all the realities and trends in organizations and their external environments and their implications for managing people.

3. You know strategic management conditions will only increase in importance and will always change.
4. Working as effectively as possible requires effective teamwork.
5. You appreciate feedback, autonomy and the opportunity to participate and contribute.
6. That you will use laptops, smart phones, tablets, etc., in the classroom for work only related to our class activities: ***Audio or video recording of classes done only through permission of instructor.***

Course Requirements/Activities

1.**Current Events (CEs) Presentations:** These are a very important part of the course. Plan to present two CEs during the next few weeks. The exact times will be determined by drawing the dates from the hat during the first day of class. Because the semester is short, to save you time, there are CEs that are posted on the Sakai site for our class, indicated by CE. Please use these for your CEs. There are a couple examples of CEs from other classes that are posted on Sakai, Session 1. **To help plan class, please send me your CE slide presentation one day before class, that is, by noon on the Friday before class you are presenting.** Please focus your presentation on the relationship between the content of the article and the content of the chapter for that day. Approx. 10-15 slides (with 3-4 slides on the importance of the content for HRM).

To help develop your presentation skills, we will provide feedback forms for all of us to use while you are presenting. You will then be given these back at the end of that class. You will also be asked to do a self-evaluation.

2. **Participation in class**. This consist of you daily participation in class discussions, in your **Learning Team activities** and in your **Case Team activities. Please note that the composition of these two teams is unique.** Participation is determined by your involvement in all of your 2 teams' activities. Evaluation forms will be provided to team members to evaluate the contributions of all team members. *Failure to make a positive and regular contribution to your teams and to our class discussions will reduce your participation points and most likely your grade, up to half a grade per day.* Please be ready to volunteer your analysis as well as respond to questions from the instructor.

Dysfunctional (non-classroom applications) inappropriate use of laptops/cell phones/smart phones/tablets and side conversations are counter to our understanding of trust and consequently results in points lost as well. To maximize your participation and learning, daily attendance is necessary. Plan on each missed class being up to -4 points.

3.**Final Exam**. This will be an exam that is short answer based largely on the Key Terms and Learning Objectives from the power point slides we have for each session found on Sakai. This will be done on the last day we meet, December 23.

4. **Case Team Presentation Project.** There are two Team Cases posted on Sakai Session 1 for your teams to use. The case for each team will be decided by drawing from the hat. Each team will make a presentation of 30-45 minutes on the last day of class, December 23, using as many of the Key Concepts from class as possible. As a guide, this team presentation could be about 25-30 power point slides. Please include notes on each page. Because you will not have to write a paper on this presentation, you will be able to do a great job with the slides and your team presentation. Please be sure to make easy to read slides, bold face throughout and use graphics when appropriate. On the first slide please put your team name, company name and the full names of the team membes.

Course Grading

Your grade for this course will depend on your performance across several different activities. In addition to scoring well on the final exam, successful performance requires that you participate in class discussions and perform well on your Team Case presentation, your Learning Team discussions, and your CE presentations. Final course grades will be computed as follows:

94 to 100	A
91-93.5	B+
87.5-90.5	B
85.5-87	B-
80.5-85.	C+
77.5-80	C
Below 80	F

Composition of Final Grade:

1.Current Events (CE) Power point slides (5 points each); Presentation (5 points each)	20%
2. Daily Participation: class discussions, Learning Team activities, Team Case activities	20%
3. Final Exam	25%
4.Team Case Presentation	35%
Total	100%

Course Schedule

Date	Topic	Readings/Assignments/Activities
Session 1 **Nov 3**	Welcome; Introductions; Syllabus; Learning Team and Case Presentation Team Formation; Begin Strategic Management Discussion	Chapter 1; Chapter 2; Form and Begin Learning Teams; Form Team Case Team; Case Presentation Team Preparation
Session 2 **Nov 3, 10**	Analyzing the External Environment	Chapter 3; Begin CEs; Learning Teams; Case Team Presentation Preparation
Session 3 **Nov 10, 17**	Analyzing the Internal Environment	Chapter 4; CEs; Learning Teams; Case Team Presentation Preparation
Session 4 **Dec 1**	Business Level Strategy; Competitive Strategies	Chapter 5; CEs; Learning Teams; Case Team Presentation Preparation
Session 5 **Dec 1, 8**	Corporate-level Strategy	Chapter 8; CEs; Learning Teams; Case Team Presentation Preparation
Session 6 **Dec 8, 15**	Acquisitions; Joint Ventures; Restructuring	Chapter 9; CEs; Learning Teams; Case Team Presentation Preparation
Session 7 **Dec 15**	International Competition and Strategy	Chapter 10; CEs; Learning Teams; Case Team Presentation Preparation
Session 8 **Dec 23**	Final Exam in Class approximately 1 hour; Case Team Presentations approximately 30-45 minutes, but no longer than 45 minutes	

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:

- Hoskisson, Hitt, Ireland, & Harrison. 2013. **Competing for Advantage, 3rd Edition**, South-Western, Cengage Learning. Paperback is good.

- Course Sakai site contains many of articles to use for your CE presentations. After picking your CE dates from the hat, please then go to the Session for that date, and select a CE article to prepare your CE slide and presentations. **Please be sure to send me your slides by noon on Friday of the day before your Saturday presentation**.