38:578:501:01 Research Methods in Labor and Employment Relations: Strategic Research
37:575:401:01 Research Methods in Labor Studies: Strategic Research

SP 2011 Professors: Jeffrey Keefe andMathias Bolton

Office Hours: by appointment.

Contact Information:
Jeffrey Keefe Telephone: (732) 932-1749 e-mail: jkeefe3@cs.com
Mathias Bolton Telephone: (646)-675-3356 e-mail: mbolton@rwdsu.org

Class Time: Wednesday 7:20 to 10:00PM Location: Room 130/131LEC

SYLLABUS

Stephen G. Hannaford. 2007 ***Market Domination!: The Impact of Industry Consolidation on Competition, Innovation, and Consumer Choice.*** Praeger ISBN-10: 0275994716

Mark Pendergrast. 1998. ***For God, Country, and Coca-Cola: The Definitive History of the Great American Soft Drink and the Company That Makes It***. Basic Books; Enlarged 2nd edition (March 17, 2000). Paperback. ISBN-10: 0465054684

Free Required Text Books:

Trends in Union Corporate Campaigns: A Briefing Book. Jarol B. Manheim. 2005. U.S. Chamber of Commerce. Free Download and Available at: Sakai

How to Read a Financial Report Merrill Lynch 2000, (free download pdf) Sakai and

Required Software: Microsoft Word, Excel, and PowerPoint, (Microsoft Bundle Student Edition available from Rutgers at substantial discount use either 2007 or 2003), Adobe Acrobat Reader 8.0 or later (free download), 7-Zip (free download), RADs Office Scan (free from Rutgers Computing Services)

Grades are based on

- Weekly Assignments
- Class Participation and Attendance
- Project built upon the assignments
- Capstone Simulation
- Exam

Research Question What are the competitive dynamics of the soft drink industry and their implications for workers, employment, compensation, and unions?

Our research will focus on four major public companies: Coca-Cola, PepsiCo, Dr Pepper Snapple, and Cott Corp and their trade organization the American Beverage Association.

I. Introduction to Strategic Research
Jan. 19, 2011

CNBC "Coca-Cola The Real Story Behind The Real Thing." Video

II. The Soft Drink Industry
Jan 26

- IBIS World Industry Report, Access and Download at Rutgers University Library Indexes and Databases_Download from IBIS World reports:
- IBISWorld Industry Report 31211 ***Soft Drink Production in the US***
- Data Monitor ***Global Soft Drinks*** Code: 0199-0802 July 2010. Sakai
- Meghan Deichert, Meghan Ellenbecker, Emily Klehr, Leslie Pesarchick, & Kelly Ziegler ***Industry Analysis: Soft Drinks***, Strategic Management in a Global Context February 22, 2006 (Sakai)

Also download and skim

- IBISWorld Industry Report 31211c ***Fruit Juice & Functional Beverage Production in the US***
- IBISWorld Industry Report 31211a ***Carbonated Soft Drink Production in the US***

III. Industrial Organization and Oligopoly Market Structure:
Feb 2

Stephen G. Hannaford. 2007 ***Market Domination!*** Chapters 1-3
Michael Porter. 1998 . ***Competitive Advantage*** Chapter 1
Mark Pendergrast. 1998. ***For God, Country, and Coca-Cola***

IV. Competitive Strategy and Brands
Feb 9

Margaret Peteraf. **Cornerstones of Competitive Advantage: A Resource Based View.** ***Strategic Management Journal,*** Vol. 14, No. 3 (Mar., 1993), pp. 179-191
Stephen G. Hannaford. 2007 ***Market Domination!*** Chapters 4 & 5
Mark Pendergrast. 1998. ***For God, Country, and Coca-Cola***

VI Value and Supply Chain Analysis
Feb 16

Michael Porter. 1998 . ***Competitive Advantage*** Chapters 2 & 4

Stephen G. Hannaford. 2007 ***Market Domination!*** Chapters
Mark Pendergrast. 1998. ***For God, Country, and Coca-Cola***

V. Financial Analysis *(basics, ratios, how to read reports)*
Feb 23
Merrill Lynch 2000, ***How to Read a Financial Report***

Mergent Online
10K and 10Q Reports

VI. Why Industry and Corporate Consolidation?
Mar 2

Case: Killer Coke
Mark Pendergrast. 1998. ***For God, Country, and Coca-Cola***
Kirk W. M. Tyson. 2002, "Analyzing Your Competition."

March 9 Mid-Term Exam

MARCH 16 SPRING BREAK

VIII. The Comparative AnalysisCompanies 10K
March 23

IX. March 30