HR Strategy II: Strategic Management
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Fall 2015
[Syllabus as of August 2015]

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

Instructor: Jim Terez
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Class sessions: Wednesdays, 7:20 – 10:00 pm; Levin Building, Room 103
Email: jim.terez@rutgers.edu
Phone: 732-995-1737 (cell)
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

This course focuses on the following School of Management and Labor Relations / HR department learning objectives:

- Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry level professional.
- Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.

Course Requirements and Grading

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

1) Class Participation (5% 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 really 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.

Class participation will also include participating in a virtual discussion using the forums on Sakai. We may have one or two guest speakers in our class during the semester, and students are expected to participate in the discussions and topics brought forward by these experts.

2) Individual Case Analysis Assignments #1 and #2 (20% and 20% of course grade): This will involve analyzing two separate case studies. You will choose from a list of case studies, based on your interest in the topics covered in the cases. A separate handout detailing these assignments will be provided and posted on Sakai. **Case Analysis #1 is due on October 7th** and **Case Analysis #2 is due on November 4th**

3) Final Team Project and Presentation (35% 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 Sakai. **Final team presentations will be on December 9th**.

4) Final Examination (20% 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.
Two weeks prior to the exam, I will assign a case on which several of the exam questions will be based. I recommend that you become very familiar with this case prior to the exam so that you are prepared to answer questions which may rely on specifics from this case. At the beginning of the exam, you will be provided a copy of the case study for your reference.

Note: All assignments (team and individual) will be submitted via Sakai, 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. For additional information regarding this topic, see: https://sakai.rutgers.edu/access/content/public/turnitin.html

EVALUATION
Your course grade will be determined as follows:

<table>
<thead>
<tr>
<th>Course Component</th>
<th>Percentage of Final Grade</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>5%</td>
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<tr>
<td>Individ. Case Analysis 1</td>
<td>20%</td>
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<tr>
<td>Individ. Case Analysis 2</td>
<td>20%</td>
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<tr>
<td>Final Team Project</td>
<td>35%</td>
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<tr>
<td>Final Examination</td>
<td>20%</td>
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<td>Total:</td>
<td>100%</td>
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Grading Scale
90-100 = A
88-89 = B+
80-87 = B
78-79 = C+
70-77 = C
60-69 = F

Course Policies
You are expected to attend every class, which is critical to the success of the course. 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. You should definitely be an active listener, and be respectful of your classmates. Using cell phones or other electronic devices (i.e. texting) in class is not allowed. If for some reason you are unable to attend a class, please inform me prior to class. 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.

Academic Integrity

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

The following is taken from the Rutgers Graduate School catalog (page 24):

"Academic integrity requires that all academic work be wholly the product of an identified individual or individuals. Joint efforts are legitimate only when the assistance of others is explicitly acknowledged. Ethical conduct is the obligation of every member of the university community and breeches of academic integrity constitute serious offenses (Academic Integrity Policy, p. 1) Any involvement with cheating, the fabrication or invention of information used in an academic exercise, plagiarism, facilitating academic dishonesty, or denying others access to information or material may result in disciplinary action being taken at either the college or university level. Breeches of academic integrity can result in serious consequences ranging from reprimand to expulsion."

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 Sakai as the primary source of class content, and for other collaboration as required. As such, students should check their Rutgers email and Sakai 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:


  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 will 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: [Link to be provided]

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

2. Article: Singapore Airlines’ Balancing Act
3. Case: Attack of the Clones: Birchbox Defends Against Copycat Competitors
5. Case: Lenovo: Building a Global Brand
7. Article: Turning Great Strategy into Great Performance
8. Article: Building a Game-Changing Talent Strategy

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

Assignment # 1:

1. LEGO
2. YUM! Brands (Case 9-712-422)

Assignment #2:

I will provide a list of cases to choose from for case assignment #2. Companies we’ve focused on in the past include: Sonata Software, Ferns N Petals, Survey Monkey, FaceBook, Apple, and Merck

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

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings/Assignments (due at beginning of class unless otherwise noted)</th>
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<tbody>
<tr>
<td>Class 1</td>
<td>Sept 2 Course Introduction</td>
<td>Chapter 1</td>
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<td></td>
<td>What is Strategy?</td>
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<td>Class 2</td>
<td>Sept 9 External Analysis</td>
<td>Chapter 3</td>
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<td>Class 3</td>
<td>Sept 16 Internal Analysis</td>
<td>Chapter 4 Southwest Airlines Case (HBSP)</td>
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<tr>
<td>Class 4</td>
<td>Sept 23 Competitive Advantage and Firm Performance</td>
<td>Chapter 5 Singapore Airlines Article (HBSP)</td>
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<td>SWOT Analysis</td>
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<td>Class 5</td>
<td>Sept 30 Guest Speaker</td>
<td>[Pharma Industry Case -- tbd]</td>
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<td>Meet with Teams to discuss Final Team Project</td>
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<td>Class 6</td>
<td>Oct 7 Business Strategy: Differentiation, Cost</td>
<td>Chapter 6 Birchbox Case (HBSP)</td>
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<td>Leadership, Integration</td>
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<td></td>
<td>Meet with Teams to discuss Final Team Project</td>
<td>Individual Case Assignment #1 Due Oct 7</td>
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<td>Class 7</td>
<td>Oct 14 Business Strategy: Innovation and Strategic Entrepreneurship</td>
<td>Chapter 7 Wikipedia Case (HBSP)</td>
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<td>Blue Ocean Strategy</td>
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<td>Class 8</td>
<td>Oct 21 Corporate Strategy: Vertical Integration</td>
<td>Chapter 8</td>
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<td>and Diversification</td>
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<td>Class 9</td>
<td>Oct 28 Corporate Strategy: Acquisitions, Alliances, and Networks</td>
<td>Chapter 9 Lenovo Case (HBSP)</td>
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<td>Class 10</td>
<td>Nov 4 Global Strategy: Competing Around the World</td>
<td>Chapter 10 Haier Case (HBSP)</td>
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<td>Individual Case Assignment #2 Due Nov 4</td>
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<tr>
<td>Class 11</td>
<td>Nov 11 Strategy Implementation and Organizational Design</td>
<td>Chapter 11</td>
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<tr>
<td>Class 12</td>
<td>Nov 18 Change Management and Strategy</td>
<td>Turning Great Strategy into Great Performance Article (HBSP)</td>
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*HBSP: Harvard Business School Publishing (see Required Readings above)

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

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I look forward to working with you this semester!