

HR Strategy II: Business and Competitive Strategy 38:533:590 Spring 2020

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Office Hours: Office hours for Professor Rokkos are prior to and immediately after class in classroom; typically, between 5-6pm Monday and 5-630pm Tuesday in his office (although please email to confirm as this time changes) and otherwise by appointment.

Time: Tuesday 7:20PM to 10:00PM

Location: Janice H. Levin Building 94 Rockafeller Road, JLB-219

Course Description: 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.

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. 2017. **Strategic Management: Concepts, 3rd Ed.** McGraw-Hill Higher Education.

(All assigned chapters appear in the course textbook)

Available at Campus bookstore, Amazon, from the publisher and on reserve at the Library

- Harvard Business School Publishing
Access to the certain readings assigned over the course of the semester can be purchased on the Harvard Business School Publishing website using the link below:

<https://hbsp.harvard.edu/import/697322>

1. Case: 961 Beer: Launching a Lebanese Brewing Company
2. Case: RoboTech: Storming into the U.S. Market
3. Case: Big Spaceship: Ready to Go?
4. Case: Making a Blue Ocean Strategic Move that Discourages Imitation: The Case of Wikipedia
5. Case: The Walt Disney Company and Pixar Inc.: To Acquire or Not Acquire?
6. Case: Yili Group: Building a Global Dairy Company

7. Case: Renault-Nissan: The Challenge of Sustaining Strategic Change
8. Case: McDonald's Corporation

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

Additional materials as indicated below will be made available on Canvas.

Canvas: The course will be using Canvas extensively; the course site for Canvas may be accessed through the following link:

<https://rutgers.instructure.com/courses/51634>

If you are new to Canvas, be sure to complete the Canvas Tutorials under Course Tools Tutorials section of the Modules.

Required Software: Adobe Acrobat Reader and Microsoft Word, Excel, and PowerPoint or other software with similar functionality by Google, Apple and others

Prerequisites: An active e-mail account, netid, access to Canvas and basic knowledge of Microsoft Word and Excel, and some arithmetic, and algebra (ratios, percentages, and word problems) are required.

Recommended: The reading of business publications such as the Wall Street Journal, New York Times, Fortune, or the Harvard Business Review is highly encouraged. Many business publications are available through the University Library— a service for which you have already paid. Additional web sites offering business insights in general and specific articles will be discussed in class and linked through Canvas. These sources can provide you with details for the Participation component of your grade discussed below.

Required Work:

Class Approach. There will be a lecture at each class and then a discussion of a series of cases. Power Point presentations used during the lecture will be posted shortly prior to class on Canvas so that you can use them as a basis for taking notes or to follow along.

Participation. Each student will be required to submit a comment on Canvas during most weeks prior to each class using the Assignments folder on Canvas. **This is part of your Participation grade which accounts for 20% of your overall grade.** These comments should address issues discussed in the current week's readings, or topics in the news relating to these materials. See Canvas each week for details on a particular week's submission. Students will be called upon in class to discuss their Participation comment so please come to class prepared to engage on the comment you provided. **Failure to be available in class to discuss your Participation comment if selected will materially impact your grade for your Participation submission during that class.**

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:

Letter Grade	Scores Based on Course Components
A	90-100
B+	85-89
B	80-84
C+	75-79
C	70-74
D	60-69
F	< 60

Note: Rounding up or down for ‘in between grades’ will be based on multiple factors including participation and attendance; but will only be considered for 1% point. For example, an 84.6% may round up to an 85% for a B+ if attendance and participation are exceptional; an 84.4% will in all but exceptional instances not round up; and a 83.9% will not be considered for rounding up to a B+. The thresholds for final letter grades will be re-scaled if a conventional standard seems unreasonable.

Participation	25%
Case Studies	30%
Team Project (Part 1: 10%; Part 2: 15%)	25%
Final Exam	<u>20%</u>
Total	100%

Participation (25% of course grade)

Participation grades will be assigned based on the contributions that you make to class discussions over the course of the semester both in class and through the weekly Participation contributions on Canvas noted above. 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.

Case Studies (30% of course grade)

Each student must submit a written case analysis for each assigned case beginning with Class 4 (Robotech) to be discussed during the semester. Details and assigned cases will be discussed during class and posted on Canvas for each particular assignment.

The facts, evidence, and recommendations in your case analysis should be based only on the information provided in the case, rather than your knowledge of the company and its activities “in real life”. That is, for the purpose of this analysis, I am not interested in what a company actually did, how successful a particular decision turned out to be for a company, etc., as my intent here is to see how *you* evaluate and work through a particular challenge given the knowledge you develop in the course.

The case analysis should be no more than 3 pages, single or double-spaced. Your case analysis is due on Canvas by 4pm on the day the case is scheduled to be discussed in class. Note that case analyses submitted after this time will not be accepted.

Team Project (25% of course grade)

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

Final Exam (25% of course grade)

The final 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 entire semester. Exam questions will require short answer/short essay responses.

Attendance and Participation: Participation in the lectures is critical to the class both in terms of being present in class and fully participating. Attendance will be taken in class during each class, and those not participating will lose points on the Participation scores. Materials will be presented in class that are not covered in the readings and they will make up a significant part of the examinations. All additional materials will be available on Canvas.

A student missing more than 50% of the classes will not receive credit for this course. Each student will have one excused absence that will not count towards these missed classes or receive any penalty to their attendance grade. This excused absence can be used for any reason and does not require a note, so it can be used for an absence related to an illness, for example.

At the instructor’s discretion, perfect attendance (attending all classes in full) and consistent contributions to class discussions and homework review may improve your final grade. Conversely, attendance below ~85% will reduce your final grade on a sliding scale. You should track your attendance on Canvas, and your overall attendance percentage (present in class out of total classes where attendance was taken) can be seen on Canvas in the Gradebook under Roll Call Attendance.

Readings and Deadlines: All readings should be completed prior to the date noted on the syllabus. Due dates and deadlines are firm. Unless you can get prior approval, each day late will result in increasing penalties. You must download your assignments and upload your completed written assignments in the Assignments folder on Canvas.

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Assigned Readings: Note that the assigned readings indicated below will be revised over the course of the semester; please pay attention during class and on Canvas for specific assignments and due dates.

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

Date	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Class 1 January 21	Course Introduction What is Strategy?	Chapter 1
Class 2 January 28	SWOT/External Analysis	Chapter 2 961 Beer Case (no Individual Case Analysis or Team Case Presentations for the first case study)
Class 3 February 4	SWOT/External Analysis	Chapter 3 961 Beer Case
Class 4 February 11	SWOT/Internal Analysis	Chapter 4 RoboTech Case Part 1
Class 5 February 18	Competitive Advantage and Firm Performance	Chapter 5 RoboTech Case Part 2
Class 6 February 25	Business Strategy: Differentiation, Cost Leadership, and Integration	Chapter 6 Big Spaceship Case
Class 7 March 3	Business Strategy: Innovation and Strategic Entrepreneurship; Blue Ocean Strategy	Chapter 7 Blue Ocean Strategy (information to be provided on Canvas)
Class 8 March 10	Corporate Strategy: Vertical Integration and Diversification	Chapter 8 Wikipedia Case Part 1 of Team Project due on Canvas by Friday, April 3 at 11:59PM
March 17	No Class; Rutgers Spring Break	
Class 9 March 24	Corporate Strategy: Acquisitions, Alliances, and Networks	Chapter 9 Walt Disney Case
Class 10 March 31	Global Strategy: Competing Around the World	Chapter 10
Class 11 April 7	Strategy Implementation and Organizational Design	Chapter 11 Yili Group Case
Class 12 April 14	Corporate Governance and Business Ethics	Chapter 12 Renault-Nissan Case
Class 13 April 21	Course Wrap-up	McDonald's Case
Class 14 April 28	Team Presentations	ALL Team Projects due on Canvas by 4PM
TBD	Final Exam	

Academic Integrity: All students are responsible for locating, reading, and abiding by the University Policy on Academic Integrity for Undergraduate and Graduate Students. The policy is available on-line at <http://cat.rutgers.edu/integrity/policy.html>.

Recommendations: Requests for recommendations must be made in writing after completion of the course.

Special Needs: Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://ods.rutgers.edu/students/registration-form>.

SMLR Learning Objectives of HR Strategy II

- **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

- **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 perspective
 - Analyze issues related to business strategies, organizational structures, and work systems
 - Analyze issues related to the selection, motivation, and development of talent in a global context

- **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
 - Understand the internal and external alignment and measurement of human resource practices