

HR Strategy II: Strategic Management Fall 2018

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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	15%
Individual Case Analysis	15%
Team Case Presentations	20%
Team Project (Part 1: 10%; Part 2: 15%)	25%
In-class Exam	25%
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Total	100%

1. Individual Participation (15% 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. 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). You are also responsible for connecting with a classmate to determine any material that you miss when you are not in class.

2. Individual Case Analysis (15% of course grade)

Each student must submit a written case analysis for one assigned case of your choice. You may choose any case assigned in the syllabus, with the exception of the first case. In your case analysis you should do the following:

- A. Begin with a brief SWOT analysis of the focal company (based on information provided in the case)
- B. Identify the key problem/challenge faced by the company in the case.
- C. Identify possible solutions to the issue problem/challenge identified above.
- D. Assess the pros and cons of each of these possible solutions.
- E. Based on the above assessments, make a recommendation to the company, explaining the rationale for your suggestions.

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 6 pages, double-spaced, with 1-inch margins in Times New Roman font. Your case analysis is due on Sakai 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.

3. 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 minutes to work together to create a case presentation (PowerPoint) that addresses the assigned case questions (using the Case Presentation Template posted for the case on Sakai). 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. Note that your team's responses to these questions will also factor into your grade for the presentation. 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

4. Team Project (25% of course grade)

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

5. In-class Exam (25% of course grade)

The in-class 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.

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^a

Date	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Class 1 Sept 4	Course Introduction What is Strategy?	Chapters 1 and 2
Class 2 Sept 11	SWOT/External Analysis	Chapter 3
Class 3 Sept 18	SWOT/External Analysis	Chapter 3 *961 Beer Case Case team agreements due
Class 4 Sept 25	<i>No Class Meeting: Plan to work on Part I of team project</i>	
Class 5 Oct 2	SWOT/Internal Analysis	Chapter 4 RoboTech Case
Class 6 Oct 9	Competitive Advantage and Firm Performance	Chapter 5 Reinventing Best Buy Case
Class 7 Oct 16	Business Strategy: Differentiation, Cost Leadership, and Integration	Chapter 6 Big Spaceship Case Part 1 of Team Project due by 4pm
Class 8 Oct 23	Business Strategy: Innovation and Strategic Entrepreneurship; Blue Ocean Strategy <i>Team meetings with professor</i>	Chapter 7 Article: Blue Ocean Strategy
Class 9 Oct 30	Corporate Strategy: Vertical Integration and Diversification <i>Team time in class</i>	Chapter 8
Class 10 Nov 6	Corporate Strategy: Acquisitions, Alliances, and Networks	Chapter 9 Walt Disney Case
Class 11 Nov 13	Global Strategy: Competing Around the World	Chapter 10 Yili Group Case
Nov 20	<i>No class (change in designation of class days due to Thanksgiving)</i>	
Class 12 Nov 27	Strategy Implementation and Organizational Design	Chapter 11 Renault-Nissan Case
Class 13 Dec 4	Course Wrap-up <i>Team time in class</i>	Korea Telecom: Building a GiGAtopia Case
Class 14 Dec 11	Team Presentations	ALL Team Projects due by 9am
Class 14 Dec 18	Final Exam	

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

***No formal team case presentations tonight. Come to class having prepared this case individually.**

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

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

<https://hbsp.harvard.edu/import/551611>

1. Case: 961 Beer: Launching a Lebanese Brewing Company
2. Case: RoboTech: Storming into the U.S. Market
3. Case: Reinventing Best Buy
4. Case: Big Spaceship: Ready to Go?
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: Korea Telecom: Building a GiGAtopia

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

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

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