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| **HR Strategy II: Business and Competitive Strategy** | 38:533:590  Spring 2021 |

Professor:  Peter Rokkos
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   Cell Phone:   732 216 4209
   Office:         Janice H. Levin Building 94 Rockafeller Road, Suite 215
   Office Hours:  Office hours for Professor Rokkos are prior to and immediately following class lectures; typically, between 4-6pm Monday and 3-5pm Tuesday (although please email to confirm as this time changes) and otherwise by appointment.

Time:       Typical live class lectures to be recorded on Tuesdays at 5PM; see schedule below for additional details.  Class lectures and interactions will be exclusively online; class sessions will be recorded and accessible after recording.
Location:   All course meetings will be virtual online via WebEx

**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.

**Course Structure Overview**:  This course will be presented over 14 weeks with a focus on providing weekly ongoing interaction and material development without requiring live student participation in any particular segment.  My goal is to present the materials in a manner that maximizes interactions weekly with students, the topics covered and current events; while minimizing the need for live participation at a given point in time.  This balance will require your help so your weekly participation in lectures if possible, discussion forums and other forms even though not in real time is greatly appreciated.  To the extent students can plug into our weekly lectures in real time, it will definitely help the experience, however this is not a requirement.

**Course Delivery Format**:  The course delivery mode is remote synchronous; meaning that the learning activities take place online (virtually) but there will be live/synchronous sessions each class.

We will be utilizing the Canvas learning management system to access learning materials, post announcements, submit Assignments, post to Discussion forums, communicate via the Inbox feature, attend live sessions through WebEx, and take exams. Be sure to check this site frequently as there will be announcements and instructions.

Students are encouraged to participate if available in the live recording of class sessions using WebEx however this is not a requirement and live attendance during class sessions will NOT negatively impact your grade.

**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/788179

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/118239

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; WebEx for live class sessions.

**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 each week and 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. 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. Each week a summary of student comments will be discussed by the instructor and posted along with the week's lecture.

In addition, each student will be required to post a comment on the class's discussion forum page each week with an observation or thought on the prior week's lecture and respond to one other student's comment.

**This is part of your Participation grade which accounts for 30% of your overall grade.**

**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.

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| Participation | 30% |
| Case Studies | 35% |
| Team Project (Part 1: 8%; Part 2: 12%) | 20% |
| Final Exam | 15% |
| Total | 100% |

**Participation (30% of course grade)**
Participation grades will be assigned based on the contributions that you make to class discussions over the course of the semester during 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 (35% 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 (20% of course grade)**
A separate handout detailing team project requirements and the team project grading rubric will be provided in class.

**Final Exam (15% of course grade)**
The final exam will apply 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 and will be untimed, assigned on our last day of class to be submitted during exam week.

**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.**

| Date (refers to target date of recording of live weekly class lecture) | Topic | Readings/Assignments (due at beginning of class unless otherwise noted) |
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| Week 1 January 19 | Course Introduction What is Strategy? | Chapter 1 |
| Week 2 January 26 | SWOT/External Analysis | Chapter 2 **961 Beer Case (no Individual Case Analysis for the first case study)** |
| Week 3 February 2 | SWOT/External Analysis | Chapter 3 **961 Beer Case** |
| Week 4 February 9 | SWOT/Internal Analysis | Chapter 4 **RoboTech Case Part 1** |
| Week 5 February 16 | Competitive Advantage and Firm Performance | Chapter 5 **RoboTech Case Part 2** |
| Week 6 February 23 | Business Strategy: Differentiation, Cost Leadership, and Integration | Chapter 6 **Big Spaceship Case** |
| Week 7 March 2 | Business Strategy: Innovation and Strategic Entrepreneurship; Blue Ocean Strategy | Chapter 7 **Blue Ocean Strategy (information to be provided on Canvas)** |
| Week 8 March 9 | Corporate Strategy: Vertical Integration and Diversification | Chapter 8 **Wikipedia Case Part 1 of Team Project due on Canvas by Friday, April 2 at 11:59PM** |
| NO CLASS MARCH 16 | Rutgers Spring Break | |
| Week 9 March 23 | Corporate Strategy: Acquisitions, Alliances, and Networks | Chapter 9 **Walt Disney Case** |
| Week 10 March 30 | Global Strategy: Competing Around the World | Chapter 10 |
| Week 11 April 6 | Strategy Implementation and Organizational Design | Chapter 11 **Yili Group Case** |
| Week 12 April 13 | Corporate Governance and Business Ethics | Chapter 12 **Renault-Nissan Case** |
| Week 13 April 20 | Course Wrap-up | **McDonald's Case** |
| Week 14 April 27 | **Team Presentations** | **ALL Team Projects due on Canvas by Monday, April 26 at 11:59PM** |
| TBD | **Final Exam** | |

**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.

**Attendance and Participation:** Participation and the lectures are critical to the class both in terms of being engaged in class and fully participating. Attendance will NOT be taken in class during each class lecture. Materials will be presented in class lectures that are not covered in the readings and they will make up a significant part of the concepts covered.

Given the current situation, flexibility and adjustments seem to be necessary in life as they will be in our class. The structure of our course will require weekly effort and engagement. Failure to engage on a weekly basis will negatively impact the assignments and participation required during each week.

**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.**
    o Communicate complex ideas effectively, in standard written English
    o Analyze and synthesize information and ideas from multiple sources to generate new insights
    o Produce quality research papers with proper convention of attribution/citation
    o Produce high quality executive summaries
    o Make an argument using contemporary and/or historical evidence
    o 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