



School of Business | Camden

**Business Policy 52:620:450
Syllabus 2018 Spring**

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Office Hours: By appointment, email, and before/after class
Class meetings: Tuesday's 6:00-8:50 PM BSB 117
Friday's 12:30-3:20 PM BSB 117

Course Description

Business Policy/Strategic Management deals with the organization, management, and strategic positioning of the firm so as to gain long-term competitive advantage. In this course, you will develop your skills at:

- understanding how firms gain and sustain competitive advantage
- analyzing strategic business situations and formulating strategy
- implementing strategy and organizing the firm for strategic success
- using the appropriate quantitative and qualitative analysis

To accomplish these objectives, this course introduces and employs various analytical frameworks that help us identify the sources of competitive advantage from both an industry and firm perspective. By focusing on what makes some competitive strategies strong and viable, while others remain weak and vulnerable, we shall develop the ability to consider the impact of change and other important environmental forces on the opportunities for establishing and sustaining competitive advantage.

Up until this time, most of your business education has emphasized a specialized, functional perspective of business situations. In accounting, you have concentrated on how to identify and produce the information necessary to effectively manage and guide organizations. In finance, you have been concerned with understanding how capital markets work and, in turn, affect the financing of a company's on-going operations. In marketing, the focus has been on how to analyze, shape, and address the needs of consumers as well as how to manage a company's marketing efforts. In operations management, you have learned about how to organize the production activities of a firm so it is able to produce quality goods and services at an attractive price. Finally, courses on the management of human resources have been concerned with the effective development and management of a company's human assets. All of these functional disciplines play a critical role in the success of any company, but how do they fit together?

In this course, we integrate these perspectives together by taking a different perspective, that of the general manager. General Managers are responsible for setting the goals, objectives, and strategies of the organizations they lead as well as the implementation and execution of such plans. To do

this, the general manager must be capable of understanding and utilizing the knowledge from each of the organization's functional areas to develop a cohesive and effective competitive strategy. In addition, the general manager must be able to analyze competitive situations within industries in order to understand the sources of the firm's competitive advantage. In today's business environment, whether you are a new hire or the CEO of the company, you must be capable of thinking like a general manager.

- To develop your capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage.
- To integrate your understanding of basic functions of business and functional area concepts
- To build your skills in conducting strategic analysis in a variety of industries and competitive situations.
- To give you hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and initiating the changes necessary to keep the strategy responsive to newly emerging market conditions.
- To develop your powers of managerial judgment, help you learn how to assess business risk, and provide you with a stronger understanding of the competitive challenges of a global market environment.
- To make you more conscious about the importance of ethical principles, personal and company values, and socially responsible management practices.

Required Text & Cases/Readings:

Hitt, Ireland, & Hoskisson. 2016, Strategic Management: Concepts: Competitiveness and globalization, 12th edition., ISBN-13: 978-1305502208

Note: Please buy the "Concepts" version of the book and NOT the "Concepts and Cases"

In addition to the required text, students are required to familiarize themselves with additional readings from sources such as the Wall Street Journal, Economist, Business Week, Fortune, New York Times, and Financial Times to name a few.

Cases & Readings: Various HBR and other cases are **required** to be purchased and more information will be made available as the course progresses. Note that you may be required to purchase other materials that may be needed or included during the course.

Course Structure

This course will use lecture, cases, text readings, and extensive group interaction. We will make regular use of Sakai for this course, so students are required to regularly check the site.

Course Requirements

Exams	40%
Quizzes	15%
Assignments	10 %
Participation	10%
Group Projects/Presentations	25%

These general policies apply to the course:

- Extra credit assignments are not offered in this course to individual students.
- Students absent from class due to any non-institutional reasons will generally not be allowed to make up the assignment/quiz/exam etc.
- It is the student's responsibility to keep up with all classroom activities; lecture notes (oral,

- written on the board, or on slides); and dates of exams, assignments, quizzes, etc.
- There will be no make-ups given for exams or quizzes, and assignments/exams will not be rescheduled for personal reasons, including nonrefundable airplane tickets.
 - Makeup exams/quizzes may only be given at the discretion of the instructor or due to extraordinary circumstances as determined by the instructor.

Grades will be given using the scale in accordance with University Policy.

Final Grading Scale

Grade	Scale w/Numerical Range	Definition	Numerical Equivalent
A	(90 – 100)	Outstanding	4.0
B+	(85 – 89)	Very Good	3.5
B	(80 – 84)	Good	3.0
C+	(75 – 79)	Satisfactory	2.5
C	(70 – 74)	Acceptable	2.0
D	(60 – 69)	Poor	1.0
F	(Below 60)	Failing	0.0

Exams

Exams will cover the basic lecture and discussion material presented in class and covered in assigned readings, including both the textbook and any supplemental material/cases. All material covered in the assigned readings or during class time will be covered on the exams. There will be no opportunities for make-ups unless extreme circumstances are evident. In the event of an emergency, notification and arrangements must be made prior to the absence. A missed examination will receive the grade of "0".

All Final Exams Must Be Taken At The Time Specified By The University. No Exceptions Will Be Made. Please take this into consideration. If you will be unable to take the final exam at the allotted time, you need to drop the course.

Quizzes

You will have several opportunities to take quizzes covering the assigned readings, class discussions, and any other topics covered during class time. You will have a quiz on most class sessions. I will drop the lowest quiz score from your final quiz grade.

Note: It is important for you to arrive to class on time, as there will be no make-up quizzes offered.

Case Studies

Strategic thinking and analysis is best learned through practice. The cases we will study are about *real world* business situations; they are an opportunity to both apply the concepts we discuss in class as well as further develop our ability to think about business strategy.

How much you get out of a case depends on your preparation and active participation. Each of us must be fully prepared for each class, and there will be two individual assignments at the beginning of the quarter to help focus our preparation. **All of us are expected to effectively participate in each case discussion - comment, question, argue, and analyze.** Class participation provides us with an opportunity to develop our communication skills—in presenting a point of view and in listening. In

many ways, these skills are as valuable as the "analytical frameworks" to be discussed during the course.

Group Work

Discussing cases and preparing analyses in small groups outside of class helps to deepen your knowledge about strategy. Thus, group work will be essential for weekly case preparation as well as the group assignments. Developing effective group skills is a critical part of the learning process.

Policy on Free-Riding

A significant portion of the workload in this course involves group assignments. In order for you to benefit from these assignments you need to be actively involved in their completion. Failure to actively participate in the completion of these assignments cheats both you and your other team members. Thus, there is little tolerance for free riding off of the efforts of others in this course.

However, it is primarily your responsibility to eliminate free riding. If you feel that there is a problem in your group, you should first try and solve the problem within the group. However, if the problem cannot be resolved in this manner then please discuss the matter with me. I want, and need, to be made aware of such problems in a timely manner, if they exist, so that corrective action can be taken.

Performance feedback on participation in group assignments will be required. I will take this feedback into consideration when formulating your individual grade for group projects, generally by deducting or scaling down points from the group grade. An individual grade will not be greater than the assigned group grade. Hence ensure that all members of your group participate equally.

Note: Evaluation Form may be found in Sakai. However, the instructor reserves the right (based on peer evaluations or otherwise) to lower any team member's grade on any assignment if the instructor believes that a team member has acted in any manner that was detrimental to the overall productivity of the team.

All team assignments should be completed only by the members of your assigned team. Any discussion of the assignment with anyone outside your team (including other current students, former students, friends, other instructors, etc.) will be considered a matter of academic dishonesty. If you have any questions regarding what particular situations may constitute academic dishonesty, please consult the instructor.

Note: all group members must be present for the presentation—no excused absences. Absent group members will receive a grade of '0' for the assignment.

Class Participation

This is a discussion-oriented class. Constructive criticism of lectures and assigned readings is encouraged. You are expected to have read all assigned materials prior to class and to be able to contribute to the classroom discussions. All students may expect to be treated with courtesy and respect by their instructor and their fellow classmates. We are here to learn from each other, so if you have a question or if something is unclear, please do not hesitate to bring it up during class.

Don't confuse attendance with participation! Fundamentally, a good conversationalist is someone who has an opinion and knows how to express it in a civil and intelligent manner. Feel free to disagree, but don't be disagreeable. Most of the classes follow a discussion rather than a lecture

format. Each student is expected to participate and may be called upon at any time to provide an analysis of the topic or case for discussion, or a critique of others' comments. Your active participation in class discussions will contribute to making the class sessions enjoyable and enhance your learning. More information as to what constitutes effective participation will be provided on request. In general, please remember that class participation is based on the instructor's perception of your contribution to class discussions.

Policy on Written Assignment Submission

A hard copy of all written assignments should be turned in on the due date/time. No submissions will be accepted via email. In addition to the hard copy to be submitted, all assignments must be submitted (by the due date/time) to Sakai.

***Note:** Any written assignment is considered "Late" if (1) a hard copy is not turned in at the beginning of the class session in which the assignment is due (or other set due date), or (2) the assignment is not submitted by the due date/time on Sakai. A late penalty of 10% points/day will be assessed for any late submissions (only applies to submissions that have not already been discussed in class). Deductions will accrue at 10% points/day (in 24-hour intervals) for the first 3 days. Assignments will not be accepted more than 3 days late and a grade of 0 will be assessed. Certain class discussion based assignments will not be accepted beyond the due date.

For group assignments, one member of the group needs to be nominated and should take the responsibility for submission of the group project on time. **Note: You still need to bring me a hardcopy to class on the day the assignment is due.** The assignment will not be graded if the above mentioned process is not followed. Individual assignments have to be submitted in class in person.

Writing style guide: APA (see below for helpful resources)

<http://www.apastyle.org/>

<http://owl.english.purdue.edu/owl/resource/560/01/>

Attendance Policy

Please refer to the undergraduate catalog for the attendance policy:
http://catalogs.rutgers.edu/generated/cam-ug_0608/pg27364.html.

Extended periods of absence (equivalent of 2 weeks or more missed in a row) without medical or other approved excuse will result in a failing grade for the course. If you find yourself in this situation, bring it to my attention as quickly as possible so that we can discuss options. If you miss many classes without communicating with me during the absence period, you will fail the course.

Please note: For any absence beyond 3, the student's final grade will be lowered by a letter grade upon the discretion of the instructor. Students who miss class are reminded that they are responsible for confirming assignments and obtaining lecture notes from a class member.

Professional Environment for Learning

Students are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that all students have an opportunity to gain from time spent in class, unless otherwise approved by the instructor, students are prohibited from using cellular phones or pagers, making offensive remarks, reading newspapers, sleeping or engaging in any other form of

distraction. Inappropriate behavior in the classroom shall result in, minimally, a request to leave class or, maximally, a grade of F.

Academic Integrity and Plagiarism.

Any act of dishonesty in any work constitutes academic misconduct. It is assumed that you know what constitutes academic dishonesty. Violations of the Student Code of Conduct are considered serious infractions of student behavior and subject to penalties relative to the level of the matter. Academic integrity matters are handled directly by the academic units. Non-academic matters are handled by the Associate Chancellor for Student Affairs. Student Policies, including the Student Code of Conduct, procedures and definitions, can be found at:

<http://studentconduct.rutgers.edu/university-code-of-student-conduct>

In all cases, you are responsible for preparing your own work and documenting the work of others. Cheating, plagiarism, and other types of misconduct are not acceptable. Penalties can include expulsion from the University. For the policy on Academic Integrity please see:

<http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/>

Students with Disabilities. 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.>

Rutgers-Camden Learning Center

Armitage Hall, Room 240

311 North Fifth Street Camden, NJ 08102-1405

Web page: <http://learn.camden.rutgers.edu/disability-services>

Phone: 856.225.6442; Fax: 856.225.6443

E-mail: tpure@camden.rutgers.edu

**** This is a tentative course outline and is subject to change during the course.*

Inclement Weather Closing Hotline:

The School of Business will announce closing through the message bar on its website:

[http://camden-sbc.rutgers.edu/.](http://camden-sbc.rutgers.edu/)

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