

**Fall 2024**  
**Rutgers University**  
**School of Business**

**STRATEGIC MANAGEMENT**  
**53 620 672**

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Online Office Hours:    By canvas email appointment.  
Please refer every week to the online syllabus on canvas

Canvas Help Desk        Office of Information Technology – 833-648-4357

This course develops general managers by helping them to: (1) Assess a firm's context, (2) Design strategies that fit that context, and (3) Work out that strategy's implementation.

**Course Objectives:**

The central purpose of the course is to introduce concepts, tools, and approaches to strategic management. While responsibility for overall firm performance rests with top-level general managers, junior executives are often expected to participate in overall firm strategic planning and/or implementation.

The course objectives are to help students develop 1. A larger view of an organization, 2. Attention to detail in designing and implementing a strategy, 3. Cross-functional team collaboration, 4. Exposure to and appreciation of famous strategic thinkers and strategists, and 5. New research capabilities to continuously learn and develop latest insights.

**Course Design**

The course covers three major elements:

1. Environmental Assessment includes techniques for assessing internal and external environments of firms.
2. Strategy Formulation includes analysis of how strategies emerge, business-level strategies, and corporate-level strategies.
3. Strategy Implementation analyzes strategy execution, including the roles of leadership, culture, human resource management, internal structures, incentive system, and communication and systems.

**Reading Materials:**

Robert M Grant, **Contemporary Strategy Analysis**, 11<sup>th</sup> edition, ISBN: 978-1-119-81523-5 November 2021, 544 pages. Please make sure that you buy this 11th edition, ISBN number, with cases included.

Periodical articles that may available online from Rutgers Libraries.

You can obtain readings electronically from the Rutgers library as follows:

1. Go to <http://www.libraries.rutgers.edu/>
2. Log in on the top left of page
3. Click on *Search Iris and Other Catalogs* on top left.
4. Enter Periodical Title (ie. *Harvard Business Review*) in box and below it select *Periodical Title Begins With* from the drop down menu.
5. Click on *Harvard Business Review*
6. Click on *Ebsco b:...*
7. At EBSCO Host, Click on *Advanced Search*,
8. Enter Title of article (ie. *Trial by Fire Transformation*) and below it the periodical title (ie. *Harvard Business Review*), then click Search.

### **Course Assignments and Evaluation of Course Work**

Assignments include individual and team assignments. Each team assignment is expected to be completed by all team members. Instructor may adjust an individual grades on a team assignment based on an individual's contribution.

A. homework assignments	60%
B. team presentation of a case	40%

#### **A. Individual and Team Written Homework Assignments:**

Students should submit homework to Canvas Assignments by the specified deadline. Follow the instructions for each assignment detailed in Canvas. If you are unable to submit an assignment due to unforeseen circumstances, please email the instructor immediately and before the deadline. These homework assignments are sometimes team assignments and sometimes individual assignments.

#### **B. Team Presentation of a Case:**

You will be assigned to a team that will analyze and make a strategic recommendation on a specific case. Each team will first identify the strengths, weaknesses, threats, opportunities confronting that company. In addition to syllabus readings, students may add inputs from online internet search, including ChatGPT. The purpose is to develop a rich, timely understanding of the company situation.

Next, summarize the strategic problem of the firm. Then make a recommendation to the rest of the class, who will play the role of the board of directors. The team's perspective

should be that of consultants to the board. Record and upload a video clip of your team's presentation that should be about 15 minutes.

Do not simply update the case: your team should develop a strategy that is original and ideally superior to the one pursued by the company.

Create a 3-page summary of the following slides:

1. Internal Strengths
2. Internal Weaknesses
3. External Threats
4. External Opportunities
5. What is the strategic problem of the firm?
6. Overall strategic recommendation to resolve the problem to neutralize an existential threat/weakness and capture the best opportunity using a strength.

In order to implement your recommendation, specify the changes in:

1. culture
2. resource allocation
3. organizational structure
4. skills
5. rewards and incentives
6. impact on customers, employees, shareholders, and community.

The team should submit to Assignments a video clip of their presentation and a 3-page summary of slides by the deadline noted in Canvas assignments. To make the slides clearer and less wordy, use the 'Rule of 3' for each slide body: 3 bullets and few keywords instead of a sentence per bullet.

The video clip and slides handout will be shown in a later class session to other students, who will play the role of Board of Directors. The rest of the class will provide feedback on a team presentation evaluation form available at Canvas/Modules/Forms, which will be summarized and returned to the Team.

### **C. Accommodation**

If you need an accommodation, please contact the campus student disability office to obtain a letter for the instructor within the first two weeks of class for existing conditions. Alert the disability office and the instructor immediately of new conditions that emerge during the term. Student support resources may be accessed using the Canvas left tool bar under the RUC Student Resources tab as well at <https://ods.rutgers.edu/ods-offices>.