

Strategic Management
53:620:672

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Office Hours: By appointment
Class meetings: Asynchronous

This advanced strategy course introduces participants to sophisticated strategy concepts, analytical frameworks, and practical tools for conducting industry analyses and developing competitive strategies. Students will assess organizational challenges, explore strategic alternatives, and make informed decisions that consider competitive advantages and the evolving business environment.

LEARNING OBJECTIVES

- This course will help you develop a firm-level perspective on policy formulation and implementation, shifting away from the functional, project-level focus found in more tactical courses. The primary focus, of course, is strategic thinking.
- Strengthen your ability to leverage two key perspectives in strategy—the industry-based and resource-based views—to conduct in-depth analyses that inform strategic decision-making.
- Gain a comprehensive understanding of the interconnectedness between internal organizational components and external environmental factors.

COURSE MATERIAL

Textbook

- Charles E. Bamford; Alan N. Hoffman; Thomas L. Wheelen; J. David Hunger. 2023. *Strategic Management and Business Policy: Globalization, Innovation, and Sustainability (16th Edition)*. Prentice Hall. ISBN: 9780137928156

Case Coursepack

- You must purchase the required case coursepack, available at the following link: <https://hbsp.harvard.edu/import/1371461>

Required Readings

All required readings are posted on **Canvas**. While your textbook provides a clear analytical framework, these supplementary readings will offer important insights and more advanced perspectives to deepen your understanding. You are **required** to incorporate the insights from these readings into your assignments.

METHOD OF INSTRUCTION

This is an online course. Success in this course requires a high level of responsibility and self-management. There are no scheduled meeting times, but deadlines are strictly enforced as students work together to achieve learning objectives. The class follows a rigorous schedule, and you should expect to dedicate at least as many hours as you would for a traditional, face-to-face class. It is critical to stay on pace with the readings, understand the lecture materials, and actively participate in online discussions each week. Please plan to log into Canvas and engage almost every day to complete all weekly learning activities.

As much as possible, we will maintain a consistent weekly schedule, beginning on Monday (Day 1) and ending on Sunday (Day 7).

Monday–Wednesday (Day 1–Day 3)

- Read and study the recommended chapter readings, assigned case, and other materials.
Listen to lecture video (s).

Thursday (Day 4)

- By 11:59 p.m. E.T., post your initial discussion contribution.

Thursday–Sunday (Day 4–Day 7)

- Submit your quiz if any.
- Post your responses to your classmates' discussion posts. Post at least one response by Day 7.

Sunday (Day 7)

- By 11:59 p.m. E.T.: submit quiz; upload case report; any other assignments that may be due.

The materials presented in class provide the essential backbone of the course. You are expected to:

- Read all text material assigned for each class.
- Use Video Lectures and readings as a guide for key concepts.
- Follow instructions in all assignments.
- Start assignments early and get feedback from the instructor.
- Consult/meet with the professor immediately when you need help.

Weekly feedback on the assignments will be posted on Canvas. If you find that you are having trouble completing course work or need further explanation of class topics, please schedule an appointment with me immediately. If you need this class for graduation, you should be sure that your performance is up to standard throughout the course. It is too late to wait until the last week of classes to ask for help. I'm available to meet throughout the entire semester if you need help.

CLASS COMMUNICATION

All class communication will be conducted via Rutgers e-mail and our online learning management system, Canvas. You are expected to check your Rutgers e-mail at least (equally spaced) two or three times every week. Please forward your Rutgers email to your personal email if necessary. **Not checking your Rutgers email is not an excuse for missing any communication.** All announcements will also be posted in Canvas and can be accessed via the “Announcements” page in Canvas. You should also check the discussion forum for any changes and modifications.

I will be available by appointment only for audio or video conferencing. Please email me for an appointment. I will respond to you within 24 hours. Although, I check my e-mails few times a day, I may not be able to answer all e-mails immediately upon receiving them. If you do not hear from me within 48 hours, please re-send your email as I may have overlooked or accidentally deleted your e-mail.

I will hold synchronous conferences throughout the semester on a day/time to be announced. This helps the participants to communicate synchronously using audio and video modes. I will be available live during this hour to answer any questions that you may have. Please email me in advance if you very specific questions you would like me to address. The frequency of these meetings will be determined based on demand and attendance.

EVALUATION & ASSIGNMENTS

Performance in this course will be evaluated based upon these components.

<i>Online Participation</i>	25%
<i>Individual Case Reports</i>	15%
<i>Final Group Project</i>	20%
<i>Exams</i>	40%

Online Participation

Online Discussions: Active class participation will not only facilitate our learning process but also make the class discussion lively and exciting. Your contributions are expected to help the class learn and understand the topics under consideration and active engagement in the discussions is crucial to successful learning. Typically, on Monday (Day 1) of every module, I will post discussion questions in the Discussion forum. I expect you to respond to these questions in a substantive initial post (100-300 words) by Thursday (Day 4) as well as respond to at least one classmate’s post in a substantive response (50-300 words) by Sunday (Day 7). Please also note that you will be unable to see or respond to your classmates’ posts until you have made your own contribution to the discussion. Discussions for each module will close at 11:59 p.m. E.T. on Sunday (Day 7). The expectation is that you will be actively involved in discussions most weeks of the course.

Online Quizzes: Certain weeks will require completion of both a quiz and a discussion assignment. The quiz will cover all materials from the week including assigned readings. It will be made available to you on Thursday (Day 4) morning at 12:00 a.m. E.T and will be due on Sunday (Day 7) by 11:59 p.m. E.T. You can take the quiz up to two times (please note that the same question set may not be repeated). The average of the scores will be used. **Deadlines will be strictly enforced and there will be no make-up for any missed quizzes.**

Online discussion grades are based on the following:

- **Relevance:** applies what you learn from the class to the questions
- **Quality of Expression:** generates learning within the community; demonstrates knowledge and insight; understanding of material from the text; thoughtful; support points with reasons, logic and examples (how much does it move the discussion forward?)
- **Delivery:** Clear, grammatically correct, complete sentences with rare misspellings; postings done in the required time frame (how well do you say it?)

I will access the discussion forums regularly. I may post if I think it would be helpful, for instance, if I think students are proceeding in the wrong direction, but generally these topics are for you to help and engage each other and with the course materials by sharing ideas, examples, resources and experiences.

Your participation will be graded based on how well your discussion forum posts meet the relevance, quality of expression, and delivery criteria. Participation grades will be assessed regularly; Please remember that participation grade is based on the instructor’s perception of your contribution to class discussions.

<p>Exceeding Expectations 100 points</p>	<ul style="list-style-type: none"> • Discussion post comprehensively addresses the topic, adds value to discussion with stimulating posts • Posts in-depth, incisive reflections that demonstrate critical thinking; shares real-world experiences and examples • Well-written posts made within required timeframe; no grammar/spelling errors • Exhibits creativity in topic title
<p>Meeting Expectations 80-90 points</p>	<ul style="list-style-type: none"> • Discussion post is on-topic, relevant, and contain original content • Shows evidence of knowledge and understanding of content with clear connections and examples • Posts use complete sentences and rarely have grammar/spelling errors • Responds substantively to a classmate’s post
<p>Emerging Towards Expectations 70 points</p>	<ul style="list-style-type: none"> • Posts are on-topic, but may lack originality and/or fail to elicit reflections from or build on ideas of others; examples may be made but may be irrelevant or unclear how they connect to course content • Posts may contain multiple grammar/spelling errors • Does not respond to a classmate’s post
<p>Below Expectations 10-60 points</p>	<ul style="list-style-type: none"> • Discussion post does not contain enough reference back to original topic or may not address the issue at hand sufficiently • Little evidence of knowledge/understanding of course content is shown; examples missing • Posts contain incomplete sentences and/or may not adhere to standard English grammar/spelling

Cannot Judge (Missing) 0 points	<ul style="list-style-type: none"> • Student did not complete discussion.
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Individual Case Reports. Each student must complete the Case Reports (2 to 4 pages, typed, single-spaced, using a 12-point font) by responding to the questions provided by the instructor on Canvas. This assignment requires the application of tools and frameworks introduced in the course. External research is strictly prohibited, and the use of any external information, in any form, will be considered plagiarism.

Final Group Project. Strategic decision-making is at the core of business success. This final project challenges your group to write a detailed case study on a real-world strategic challenge. You will write a detailed case study that provides both in-depth analysis and strategic recommendations. The report should be 15-20 pages (double-spaced, using a 12-point font excluding exhibits, appendices, and references). Your guiding question is: "**How to solve a strategic problem?**" For example, how should Peloton drive sustainable growth after pandemic demand declined? How should Saks Global restructure its business to emerge successfully from Chapter 11 bankruptcy? Make sure you use **question marks** (?). The project consists of two integrated parts: (1) a comprehensive situation analysis that diagnoses the strategic problem, and (2) strategic recommendations grounded in your analysis. Specific guidelines will be provided on Canvas.

You've been assigned to groups. To see your group members, go to Canvas and click on People. Please note that as the course roster may still be changing, the group structure is subject to adjustments after the deadline to ensure all groups are evenly balanced.

The deadline for final group project is **11:59 pm on May 6.**

Group project proposal. Every group must submit a final project proposal. This ensures you have a workable project concept approved early, giving you adequate time to execute and refine your final project. The proposal should be a concise document no more than one page that clearly states your strategic problem in one sentence. Support your problem statement with background information, including relevant numbers and facts that demonstrate the strategic problem exists. This ensures you begin your final project with a solid foundation and confirms you're on the right track before investing significant time and effort. Keep in mind that if the problem isn't substantial enough or lacks sufficient evidence, you may need to revise or select a different project idea.

Focus on a current strategic problem rather than a historical case. With past events, the effective strategy is often already known, which limits your learning. Tackling a real, ongoing problem allows you to engage in genuine strategic thinking and develop solutions with practical relevance. The proposal is due on April 5 so that you may have enough time to make changes or improvements if necessary.

A peer evaluation will be required for all group projects combined. Your team score will be scaled based on your contribution toward group efforts. You could receive a *grade of zero* for

group work if you are evaluated as not having contributed to the projects. It is your responsibility to bring up group issues in a timely manner with the instructor. The instructor reserves the right to alter or modify individual grades.

Grading Criteria for group project case write up

I. Content Issues (60%)

- (a) Clarity of the story line (10%)
- (b) ***Use of concepts and theories*** applied to the case (20%)
- (b) Reasonableness of analysis (10%)
- (c) Appropriateness of ***recommendations/conclusions*** (20%)

II. Process Issues (40%)

- (a) Effectiveness of written reports
(including readability, flow, logic, and organization;
writing mechanics, such as free of grammatical and spelling
errors, use of sections and headings, and page numbering;
use of literature; and attachments such as graphs, tables, and
calculations, whenever applicable)

Exams: There will be two non-comprehensive exams this semester, each worth 20% of your final grade. Both exams will include a mix of multiple-choice and essay questions.

Exams will use LockDown browser (or a similar tool). It is your responsibility to ensure you have access to a computer (with webcam and microphone) that is compatible. Violation of specific instructions for the exam will be dealt with according to the severity of the infraction at the discretion of the instructor.

LockDown Browser Requirement

This course requires the use of LockDown Browser for online exams. Watch this video to get a basic understanding of LockDown Browser: <https://www.respondus.com/products/lockdown-browser/student-movie.shtml>

Download Instructions

- Select a quiz from the course
- If you have not already installed LockDown Browser, select the link to download the application and follow the installation instructions
- Return to the quiz page in a standard browser
- LockDown Browser will launch and the quiz will begin

Note: LockDown Browser only needs to be installed once per computer or device. It will start automatically from that point forward when a test requires it. *It is your responsibility to update the browser as suggested on Canvas.*

Guidelines When taking an online quiz/exam, follow these guidelines:

- Select a location where you will not be interrupted

- Before starting the test, know how much time is available for it, and also that you've allotted sufficient time to complete it
- Turn off all mobile devices, phones, etc. and do not have them within reach
- Clear your area of all external materials - books, papers, other computers, or devices
- Remain at your desk or workstation for the duration of the test
- LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted

Getting Help Several resources are available if you encounter problems with LockDown Browser:

- The Windows and Mac versions of LockDown Browser have a "Help Center" button located on the toolbar. Use the "System & Network Check" to troubleshoot issues. If an exam requires you to use a webcam, also run the "Webcam Check" from this area
- Respondus has a Knowledge Base available from support.respondus.com. Select the "Knowledge Base" link and then select "Respondus LockDown Browser" as the product. If your problem is with a webcam, select "Respondus Monitor" as your product
- If you are still unable to resolve a technical issue with LockDown Browser, go to support.respondus.com and select "Submit a Ticket". Provide detailed information about your problem and what steps you took to resolve it

Exam Make-up Policy/Late Policy

If, for a university approved reason, you cannot take an exam at the scheduled time you must give the professor written notice at least one week in advance so that other arrangements can be made. If the situation does not allow for advance notification (for example, emergency hospitalization), contact the professor as soon as possible after a missed exam. Make-up exams for non-university approved reasons are not guaranteed. The professor reserves the right to request written documentation to support your absence (such as a doctor's note, an obituary, or military orders).

STATEMENT REGARDING MODIFICATION OF THE COURSE SYLLABUS

All course requirements, grading standards, and assignment due dates are subject to change at the professor's discretion. Any updates to the syllabus will be announced during a regularly scheduled class session.

STUDENT CODE OF CONDUCT

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space.

As a student at the University you are expected adhere to the Code of Student Conduct. To review the code, go to: <https://deanofstudents.camden.rutgers.edu/student-conduct>

Note that the conduct code specifically addresses disruptive classroom conduct, which means "engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."

NETIQUETTE AND STUDENT CODE OF CONDUCT

Rutgers University is committed to providing courses that meet the highest standards of excellence with the mission of preparing students to become productive members of society and good citizens of the world (University Code of Student Conduct, Rutgers University at <http://studentconduct.rutgers.edu/university-code-of-student-conduct>). As such, students are expected to maintain a standard of conduct. 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. A challenge in the online classroom is understanding the meaning of communications without the visual and auditory clues from the speaker. Please remember that this is an academic course where much of the work is taking place online. ***In general, you should treat others as you would like others to treat yourself. Be mindful that what is acceptable in a text or chatroom with friends may not be appropriate in a classroom or in an online conversation with an instructor.***

General Netiquette Rules

All students taking this course should adhere to the following netiquette guidelines during the term of this course.

- **Make the Connection:** Electronic communication (e-mail, discussion forums, etc.) is how you share ideas with other participants in this course. Online environments can separate the person from the ideas received in this course. Remember, like you, someone is on the other side of an e-mail or discussion posting. Communicate with fellow participants as you would in a face-to-face course.
- **Be Professional:** Your coursework is more than learning facts; you are preparing for a career. You are learning to interact with your fellow course participants as you would in your professional life. Your conduct in this course should reflect this. Your communication should follow standard rules for grammar and spelling (unless in an online chat) and be clear, concise, and intelligent. Please do not send a message written all in upper case because that represents the vocal equivalent of SHOUTING.
- **Have Opinions:** Everyone is entitled to have an opinion. In discussion forums, everyone is encouraged to share them. Feel free to disagree, but don't be disagreeable.
- **Respect Disagreement:** People have the right to disagree with you. However, disagreement should never be personal. Online discussions are a means to share ideas and practice the skill of persuasion. Persuasive speech cannot be achieved with hurtful, hateful, or inappropriate language. Review your posts before you publish and reread them for unintended meanings.
- **Ask Questions:** Cultural influences can influence communication in terms of phrasing and word choice. The lack of visual and auditory clues may affect meaning, as well. Before jumping to conclusions, ask for clarification.
- **Be Forgiving:** For most participants, online communication is straightforward. Sometimes unintended meanings are conveyed.

Online behavior is not always perfect. In fact, it can venture into disrespectful and hurtful areas and needs to be addressed. If you experience any questionable or outright inappropriate behavior from your fellow course participants, please let me know.

This Netiquette policy was adapted from "Netiquette—Often-Overlooked Policy." Please carefully review the [Discussion Board Netiquette](#) video for discussion forum netiquette.

Academic Integrity and Plagiarism: A student enrolling in any Rutgers course is expected to exhibit high standards of academic honesty. In the case of academic misconduct, I will assess the affected work and report the incident to school administration according to the guidelines available at: <http://academicintegrity.rutgers.edu>

Cheating, plagiarism, or any other violation of academic integrity will not be tolerated. All exams are closed book, closed notes, and are to be taken without help or assistance. Persons observed cheating on tests will receive a grade of zero for the exam. Similarly, plagiarism of assignments, projects, and papers is unacceptable, and a grade of zero will be assigned on any such item where plagiarism has been detected. Please be sure to give credit where appropriate. *Students with Disabilities.* Students who are seeking an accommodation because of a disability are directed to the website <http://learn.camden.rutgers.edu/disability/disabilities.html> or they can contact the Camden campus Disability Coordinator (email: disabilityservices@camden.rutgers.edu). All contact will be considered confidential.

Disability Services/Accommodations:

The University is committed to supporting the learning of all students and faculty will provide accommodations as indicated in a Letter of Accommodation issued by the Office of Disability Services (ODS). If you have already registered with ODS and have your letter of accommodations, please share this with me early in the course. If you have or think you have a disability (learning, sensory, physical, chronic health, mental health or attentional), please contact <https://success.camden.rutgers.edu/disability-services>. Accommodations will be provided only for students with a letter of accommodation from ODS. Their services are free and confidential. Letters only provide information about the accommodation, not about the disability or diagnosis.

TENTATIVE SCHEDULE

Week	Start	Finish	Topic
1	1/20	1/25	Course Overview: Introduction & Expectations
2	1/26	2/1	Navigating External Environments for Strategic Success (Chapter 4)
3	2/2	2/8	Industry Analysis - How Competitive Forces Shape Strategy (Chapter 4)
4	2/9	2/15	Industry Analysis - Cola Wars
5	2/16	2/22	Managing Industry Competition (Chapter 6)
6	2/23	3/1	Managing Industry Competition - Matching Dell
7	3/2	3/8	Internal Analysis (Chapter 5)
8	3/9	3/15	Internal Analysis - ECCO A/S
	3/16	3/22	Spring Break
9	3/23	3/29	Exam 1
10	3/30	4/5	Strategy Formulation: Corporate Level Strategy (Chapter 7)
11	4/6	4/12	Strategy Formulation: Corporate Level Strategy (Chapter 7)
12	4/13	4/19	Strategy Implementation: Organizing for Action (Chapter 9)
13	4/20	4/26	Blue Ocean Strategy
14	4/27	5/6	Group project submission & Reading days
	5/7	5/13	Exam 2