

**Course Number: Business Policy & Strategy**

Fall 2019

Classroom: 1 WP 412, Newark

Saturday, 9:00 AM-12:00 PM

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**COURSE DESCRIPTION**

Business Policy & Strategy (BPS) is a senior-level management course about how firms create and sustain competitive advantage. Designing and implementing superior strategies is more critical now than ever because no firm or organization can take its competitive advantage for granted in today's fast paced, turbulent, and global business environment. Because a firm's strategy has fundamental implications for all departments across a firm, this course will approach the strategic management process from an integrative perspective and will therefore draw knowledge from your prior business courses (e.g., marketing, organizational behavior, finance, accounting, etc.). Aiming to integrate this knowledge by applying a general management point of view, we will analyze decisions and strategies in light of the total enterprise. In the course, we will learn strategic management inputs, strategy formulation and strategy implementation. Fundamentally, we will first examine how firms gain competitive advantages by analyzing their external and internal environments, how they use different business-unit level and corporate level strategies to formulate these competitive advantages, and how they maintain these advantages by strategy implementation. The theories and concepts utilized in the course will provide you with a language for discussing strategy and the tools necessary to conceptualize a firm's competitive environment and resources. You will apply these concepts and theories both in your personal life and in real-world business problems.

**COURSE MATERIALS****Required Textbook:**

Hitt, Ireland & Hoskisson. 2016. Strategic Management: Concepts: Competitiveness and Globalization, 12th Edition, Cengage, ISBN-10: 1305502205; ISBN-13: 9781305502208.

(Previous editions are good as well, please save money). Please be aware that you need a book with **Concepts only**. (You do **NOT** need the more expensive version that contains both Concepts **and** Cases).

**Cases:**

From Harvard Business Publishing: <https://hbsp.harvard.edu/import/588404> (This is old link I used in the past, I will provide the update soon).

**Blackboard Access:** Check Blackboard ([blackboard.rutgers.edu](http://blackboard.rutgers.edu)) and your official Rutgers email account regularly. I will post lecture slides and assignment arrangement in “Course Documents” in Blackboard. Case and country report are all submitted through the “Assignment” in Blackboard.

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## LEARNING GOALS AND OBJECTIVES

1. Business Knowledge: Students, who complete this course, will develop a working knowledge of current basic and advanced strategic management concepts and tools and an ability to apply these tools to practical business problems. Acquiring strategic management knowledge and skills helps you to cope with issues you will face in the business world and makes you much more marketable to prospective employers.
2. Ethical Judgement: Students, who complete this course will develop an ability to critically evaluate unstructured strategic business issues and decisions and develop innovative and ethical solutions.
3. Effective Communication: Students, who complete this course will enhance their ability to construct and deliver clear, concise, and convincing oral and written business communication.
4. Enterprise-wide Perspective: Students who complete this course will gain a better understanding of the enterprise-wide perspective of general managers/C-level executives. They will become more effective and valued managers because they will be better able to align their work with their employer’s strategic priorities.

Students develop these skills and knowledge through the following course activities and assignments:

1. Lectures & Discussions. Besides delivering basic concepts and terminology of Strategic Management, lectures and discussions deal with practical applications and current strategic issues faced by companies and managers. Discussions provide an opportunity to hone your oral communication skills.
2. Written Case Analyses. Written case analyses provide you with an opportunity to hone your written communication and analytical skills and develop an enterprise-wide perspective by applying the tools of strategic management to an actual company situation and reach a consistent conclusion or recommendation. The challenge is how to present your analysis and recommendations in a clear, concise, convincing and persuasive way.

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## ACADEMIC INTEGRITY

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy ([https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI\\_Policy\\_2013.pdf](https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI_Policy_2013.pdf))

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

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## ATTENDANCE AND PREPARATION POLICY

- Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Blackboard as far in advance as possible. If you are to be absent, report your absence in advance at <https://sims.rutgers.edu/ssra/>. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send me an email with full details and supporting documentation within 5 days of your first absence.

You may miss one class without penalty. After that, you will be penalized 10 point from your final participation score for each additional absence. A student who misses more than four classes will automatically fail this course and should consider withdrawing from the course.

- For weather emergencies, consult the campus home page. If the campus is open, class will be held.

- Expect me to arrive on time for each class session. I expect the same of you. If you are going to be tardy for emergency or other reasons, please let me know. Otherwise, you get half attendance point.

- Expect me to remain for the entirety of each class session. I expect the same of you. If you are going to leave early for emergency or other reasons, please let me know. Otherwise you get half attendance point.

If I am to be absent, my department chair or I will send you an email via Blackboard as far in advance as possible.

I come prepared for each class session and participate fully in each class session. I expect the same of you. Please complete all background reading and assignments prior to each class. The schedule clearly lists the reading for each class session. The minimum expectation is that for each class session, you have prepared by studying for at least twice as many hours. This will allow you be better prepared for class discussion as well as your exams.

Official University and/or Campus closings can be checked by calling [973-353-1766](tel:973-353-1766) (for Newark campus) or by checking this link: <http://www.newark.rutgers.edu/campusstatus/>

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## CLASSROOM CONDUCT

You should expect me to be present, prepared, and involved. I expect the same of you. Imagine if instead I came to class late, unprepared, talked on my cell phone or text messaged during class, and at some point, just fell asleep. What if I answered your question by saying, “Sorry, I was zoning out during the last discussion, so I have no idea.” When students engage in this sort of behavior, they do not simply harm their own learning experiences – they also degrade the classroom experience for everyone else. Thus, we must enforce certain rules. **The penalty is loss of participation score**, If you cannot abide by these guidelines, then you should not attend.

**No cell phones.** Please turn off your phone and put it away. I can tell when you are using it, even if you think you are being sneaky. It is distracting for all of us, so put it away. I know it’s hard (for me, too). But I will call you out publicly each and every time I see you using your phone in class.

**Limit laptops.** I prefer that you do NOT use a laptop or tablet in class. Studies show that you learn better without them. But some students rely on them, so I’ll allow their use with this clause: *If I see non-course-related content on your device screen during class time, you will lose credit for attendance.*

**No recording.** *Unauthorized recordings of class are prohibited. Recordings that accommodate individual student needs must be approved in advance, for personal use during the semester only; redistribution is prohibited. Secret recordings may be a criminal and civil violation and prosecuted as such.*

**No sleeping.** The first time, I will alert the class and we will check to make sure you are not dead by trying to wake you. Really. The second time, **you will lose credit for participation.** The third time, I will ask you to leave the class. If you can't stay awake, please do not come to class – you're only a distraction, especially when you drool, snore, or spasm. People really do notice these things.

**No side conversations.** A quick and quiet clarification with a classmate is OK. Anything more is disruptive to others. I'll ask you to stop at first, and shortly thereafter, **you will lose credit for participation.** If you persist, I will ask you to move to a new seat, away from your conversation partner.

**Prepare and remain alert.** I will cold call students to ensure widespread comprehension. If your answers indicate a lack of preparation or that you were not paying attention, **you will lose participation credit.** So please follow along; it will pay off come exam time, too. If you're not interested, why come? There are more comfortable seats to occupy in the common areas or at home.

**Limit exits / entrances.** You don't need permission to go to the bathroom – just go. But coming in and out of class is disruptive, so please try to wait for the break to do so, and return from break on time.

I *strongly* prefer to never have to impose any of these penalties. It's disruptive when students violate the rules, and it's also awkward to enforce them.

This semester, let's make this list useless by following common courtesy – we'll all have a much better time. If you do run afoul of any and I call you on it, please just accept the correction and penalty and move on; no drawn out plea bargains, please.

## **EXAM DATES AND POLICIES**

Topics for the final exam will be announced later

During exams, the following rules apply:

- If you have a disability that influences testing procedures, provide me an official letter from the Office of Disability Services at the start of the semester.
- No cell phones or other electronics are allowed in the testing room.
- You must show a valid Rutgers photo ID to turn in the exam.
- Use the bathroom prior to the exam start; bathroom breaks, if essential, will be escorted.
- Your exam will not be accepted unless you sign the Honor Pledge.

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## **GRADING POLICY**

Grades for this class will be based on the following point system:

Class Participation	20 points
Case Analysis	30 points
Final Exam	<u>50 points</u>
Total	100 points

There is no grading curve in this class. There is no pre-determined grade distribution.

Your grade points will be converted to a letter grade as follows:

- A = 90 – 100 points
- B+ = 87 to less than 90
- B = 80 to less than 87

C+ = 77 to less than 80  
C = 70 to less than 77  
D = 60 to less than 70  
F less than 60

### **Case Assignment**

Case assignment is a group assignment (2-3 students). The deadline for all three case assignments is Nov 23, 2019.

The case study method is widely used in business schools to expose students to complex, real-world problems facing companies. During the semester, we will discuss a number of strategic management cases. Your team is expected to prepare written reports on **three** cases.

**Note that cases are to be submitted via Blackboard before 12pm on the due date. Late cases will normally not be accepted and, even if they are, stiff penalties (for example, 20% of the grade deducted per day late) will apply.**

The **maximum length** of a written case analysis is **1000 words of text**, which is approximately equivalent to three pages of text (double-spaced, 1 inch margins, 12 pt font). Please, note that I will count the words of text in your submitted file, so the word limit rather than the page limit is the relevant one. In addition, you can attach a **maximum of two pages of exhibits** to support your analysis. If you decide to use exhibits please refer to them and explain them in the text.

Cases selected for this class deal with real strategic issues faced by companies; they put you at the scene of the action and ask you what you would do if confronted with the same circumstances. In almost all cases, there is ambiguous and incomplete information, which can be frustrating. Your task is to determine what the key issues/ problems in the case are and then to use whatever information is at hand to suggest how the company may solve those problems.

When we analyze the first case (Southwest Airlines), we will explore how to conduct external analysis. To summarize what's to come, here are some important guidelines for your written case analysis:

- (1) You should **not conduct outside research** for the case analysis. In fact, you should pretend that you are facing exactly the same situation and information presented in the case.
- (2) Think of your case analysis as a consulting assignment that you are performing for the case firm. Thus, your audience for the case analysis is your client (an executive in the case firm) and your analysis should take the form of an executive briefing. Think about who your client is and what he/she would like to see in your report. The analysis must be **professionally written and presented**. If you need help with the writing, please use the campus-writing center.
- (3) **Do not summarize the case**. The audience (your client) is very familiar with the situation and requires further analysis that goes beyond the information presented in the case.
- (4) Avoid laundry lists. **Focus and organize your analysis**. Look for **frameworks** from the readings or class that help you organize and present your analysis. (In emphasizing frameworks from this class I don't mean to discourage using ideas from other classes, lessons learned from personal experience, lessons learned from previous cases, or common sense.)
- (5) The best structure for your case analyses depends on the particular issues raised in the case that you analyze. The assignment questions for each case are a useful starting point for your analysis. In addition, the strategic case analysis framework that will be handed out in class is a useful guide for structuring your analysis.

More detailed on how to prepare for a case analysis and discussion and how to maximize YOUR learning from the case method is available on the course Blackboard site in the 'Case Analysis' folder.

No extra credit can be earned outside what already stated in syllabus. I will post exam scores in Blackboard in 5 to 10 days after the exam. I will post the answer key for each quiz in the Blackboard. I will issue warning grade whenever necessary. I do not entertain the request to do pregrading of final exam. Your final grade is not subject to negotiation. If you feel I have made an error, submit your written argument to me within one week of receiving your final grade. Clarify the precise error I made and provide all due supporting documentation. If I have made an error, I will gladly correct it. But I will adjust grades only if I have made an error. I cannot and will not adjust grades based on consequences, such as hurt pride, lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals. Do not ask me to do so. It is dishonest to attempt to influence faculty in an effort to obtain a grade that you did not earn, and it will not work.

## COURSE SCHEDULE

Tentative schedule for guidelines purposes only:

<b>Date</b>	<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
Sept 7 2019	Introductions/Syllabus Review  What is strategy? What will we discuss throughout the semester and how they connect?	Chapter 1	
Sept 14 2019	External environment	Chapter 2	Case assignment from this topic: External analysis of Southwest Airlines (due Nov 23)
Sept 21 2019	Internal organization: Resources and Capabilities	Chapter 3	Case assignment from this topic: Internal analysis of IMAX (due Nov 23)
Sept 28 2019	Business-level strategy	Chapter 4	
Oct 5 2019	Competitive Rivalry and competitive dynamics	Chapter 5	
Oct 12 2019	Corporate-level strategy: Diversification	Chapter 6	
Oct 19 2019	Mergers and Acquisition	Chapter 7	
Oct 26 2019	Cooperative Strategy: Alliances	Chapter 9	Case assignment from this topic: Renault Nissan (due Dec 7)
Nov 2 2019	International strategy 1: Entry strategies	Chapter 8	
Nov 9 2019	International strategy 2: Global strategy	Chapter 8	
Nov 16 2019	Organizational structure and control	Chapter 11	
Nov 23 2019	Strategies in Emerging Markets (and Bottom of Pyramid)  Deadline for cases assignments		
Dec 7 2019	Cases assignment discussion  Selected groups can present their analysis for extra points		
TBD (exam week)	Final exam		

## **Accommodation and Support Statement**

Rutgers University Newark (RU-N) is committed to the creation of an inclusive and safe learning environment for all students and the university as a whole. RU-N has identified the following resources to further the mission of access and support:

**For Individuals with Disabilities:** The Office of Disability Services (ODS) is responsible for the determination of appropriate accommodations for students who encounter barriers due to disability. Once a student has completed the ODS process (registration, initial appointment, and submitted documentation) and reasonable accommodations are determined to be necessary and appropriate, a Letter of Accommodation (LOA) will be provided. The LOA must be given to each course instructor by the student and followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at [ods.rutgers.edu](https://ods.rutgers.edu). Contact ODS at (973)353-5375 or via email at [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu).

**For Individuals who are Pregnant:** The Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy. You may contact the Office of Title IX and ADA Compliance at (973)353-1906 or via email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu).

**For Individuals seeking Religious Accommodations:** The Office of the Dean of Students is available to verify absences for religious observance, as needed. Contact the Dean of Students at (973)353-5063 or via email at [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu).

**For Individuals with temporary conditions/injuries:** Students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate should submit a request via <https://temporaryconditions.rutgers.edu>.

**Absences:** Per University Policy 10.2.7, you are responsible for communicating with your instructors regarding absences. The Office of the Dean of Students is available to verify extended absences. Contact the Dean of Students at (973)353-5063 or via email at [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu).

**For English as a second language (ESL):** Students experiencing difficulty in courses due to English as a second language (ESL) should contact the Program in American Language Studies via email at [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu) to discuss potential supports.

**For Gender or Sex-Based Discrimination or Harassment:** If you have experienced any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, know that help and support are available. If you wish to report an incident, you may contact the Office of Title IX and ADA Compliance at (973)353-1906 or via email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). You may also submit an incident report using the following link: [tinyurl.com/RUNReportingForm](https://tinyurl.com/RUNReportingForm). If you wish to speak with a staff member who is confidential and does not have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or via email at [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu)

**\*\*Please note that this syllabus is subject to change\*\***