This course focuses on the strategic management of business firms. It introduces you to analytical frameworks that help answer the key question in strategic management: how does a firm consistently earn superior profits over time, or in other words, how do some firms outperform their competitors consistently, what are the sources of their competitive advantage and how do firms build these? Strategic management brings together all the functional areas of an organization (e.g. finance, human resources, marketing, accounting, supply chain management, etc.) that you have studied in your core curriculum. We use several approaches in this course like: case analysis and discussions, written case analysis and presentations, exams and short presentations on current events.

Objectives and Expectations:
1. To analyze strategic issues facing international businesses.
2. To understand how firms gain and sustain competitive advantage
3. To develop critical thinking and formulate strategies similar to general managers
4. To analyze and evaluate strategies and recommend changes in light of changing external and internal conditions
5. To gain an understanding of the big-picture of how organizations function as a cohesive unit, bringing together all the functional areas of the firm

Materials:

Text: Strategic Management (9th Edition) by Hitt, Ireland and Hoskisson. These are the chapter readings indicated in the course schedule.
Additional readings and material will be posted on Sakai throughout the course. Please note that I cover material in class that is not included in the readings. This content is fair game for exams.

Recommended Readings: To enhance your learning experience in this class and to continuously see real life examples of concepts we learn in class, it is recommended that you follow business news in at least one or two of these publications: Wall Street Journal, World News, Financial Times, New York Times, Fortune, Reuters, BusinessWeek, Forbes, etc. Doing so regularly will also help you identify the articles that you would like to base your project upon (details on Page 3).
Course Material
This course follows a discussion oriented format, with strong emphasis on student participation. In addition to the book and the mini-cases in the book, I will augment course material with business articles that illustrate the concepts of strategy that we are learning in class. Application of our concepts in class to this material and to your group case analysis will help build critical managerial skills of analytical thinking, and public speaking, among others.

Course Structure

Quizzes
- We will two to three in-class quizzes over the term. Each quiz will consist of multiple choice questions. These will be announced quizzes. Think of these as practice for the exams.

Examinations
- We will have a mid-term and a final examination. Both will consist of multiple choice questions that draw from the text, additional readings and material discussed in class. Note: that there will be no make-ups for exams. Do not miss an Exam! If, for a university-approved reason, you cannot take an exam at the scheduled time you must give the professor written notice 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.

Class Participation
- It is expected that you attend class, arrive on time and contribute often to class discussions. Class participation provides an opportunity to develop and practice communication skills – a critical skill in the “real” world. The format of the course requires you to read the assigned material and come prepared to discuss your analysis and observations in class. Class participation will be evaluated based on your preparedness in each class, your ability to raise and clarify key issues, and to engage in a meaningful discussion with your class-mates.
- You are expected to be on time for class and remain until the end. If you anticipate missing a class, please alert me in advance, if possible, via email. Absence will only be excused in the event of medical reasons (and you have to provide a medical certificate) and/or at my discretion

Team Case Analysis
- You will analyze a case illustrating some strategic management challenge in groups. Each case will be a real world business situation, thus providing an opportunity to apply the concepts we learn in class, and also develop our ability to analyze business strategy.
- Each group will be assigned a case and detailed information about what is expected of the groups. Each group will present their analysis in class, and also submit a report of their analysis. The structure and content of the presentation shall be discussed further in class.
- Assignments are due promptly at the start of class. They are to be submitted online through Sakai. Late assignments will not be accepted and cannot be made up.

Business Presentation
- To enhance the learning experience and to give you opportunities for applying the strategic frameworks you learn in this course to real life firm strategies and for practicing your public speaking skills, this course emphasizes an awareness of current business events. Each class starts with a brief student presentation on a business event that impacts, or is an outcome of a firm’s strategy.
• I would like you to pick an event that interests/intrigues you and also links to the course concepts. The event should have occurred roughly in the month or two prior to your presentation date. Your task is to analyze the firm’s strategic move (e.g. Microsoft buying Nokia, or HP selling its PC business) – and present your analysis to the class. You might need to use more than one article, to analyze the strategy in good depth.

• The presentation consists of a brief statement of the issue, and more importantly, an analysis/explanation of the issue. Each presentation lasts five to eight minutes, followed by a short question and answer period. In addition to the presentation, you hand in a typed, one-page double-spaced report to me stating the issue and your analysis of it. A copy of the original article must also be attached.

• Draw your material from the business section of the daily newspaper, or from one of the sources cited in suggested readings list. I ask that the source be “respectable”, e.g. a write-up from someone’s blog is not acceptable as the source of your news. It will save you time and trouble if you go to the suggested list of sources.

Other homework
• You might be given short exercises to complete as additional homework. This could be, for example, bringing to class an example of a firm’s specific strategy, or analyzing the external environment of a firm. The assignments will be announced at an appropriate time in class.

Course Grading:

Grade Components:

• Class Quizzes 5%
• Mid Term Exam 25%
• Final Exam 25%
• Class Participation 15%
• Business Presentation 10%
• Case Analysis 20%

Total 100%

Other Issues:

Academic Integrity and Plagiarism:
“Academic integrity requires that all academic work be wholly the product of an identified individual or individuals. Joint efforts are only legitimate when the assistance of others is explicitly acknowledged…. The principals of academic integrity entail simple standards of honesty and truth. Each member of the university has a responsibility to uphold the standards of the community and to take action when others violate them… Students are responsible for knowing what the standards are and for adhering to them. Students should also bring any violations of which they are aware to the attention of their instructors.”¹

¹ Rutgers University Code of Academic Conduct, taken from the Student Advising Handbookhttp://camden-sbc.rutgers.edu/CurrentStudents/students/advising.pdf
not acceptable. Penalties can include expulsion from the University. A Policy on Academic Integrity was adopted by the Faculty Senate on September 1, 2011: http://academicintegrity.rutgers.edu. If there are questions on how to comply, please contact me immediately.

**Student Code 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. 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://www.rei.rutgers.edu/~polcomp/judaff/ucsc.shtml

**Cell Phones:** Students are required to *turn off* their cell phones while they are in class, unless there is an emergency.

**Illness or Emergency:** Severe illness or an unplanned and unavoidable emergency situation is the only legitimate reason for not turning in a scheduled assignment. Legitimate documentation of the emergency must be presented before a makeup or late paper will be considered. Students are responsible for contacting me if they have been absent for more than two classes in a row.

**Exam Make-Up 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).

**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, Mr. Tim Pure at 856-225-6442, Armitage Hall Room 362. The email address is disabilityservices@camden.rutgers.edu. All contact will be considered confidential

**WEEKLY SCHEDULE ON NEXT PAGE**
**NOTE:** I reserve the right to change any aspect of this syllabus at any time. I will make adjustments to the class calendar and/or assignment schedules as required by class progress or outside events.

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