Strategic Management 53:620:672
Syllabus 2016 Spring

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Office Hours: By appointment, email, and before/after class
Class meetings: Tuesday’s 6:00-8:40 PM BSB 117

Strategic management deals with the decisions and actions affecting the future direction and effectiveness of an organization. This involves identifying the purpose of an organization and the steps to achieve this purpose. Hence, diagnosing the firm’s current situation and developing solutions to strategic and organizational problems are the key concerns of strategists. Strategists seek to enhance their organizations’ capacity to respond to diverse environmental challenges.

Our perspective is that of the general manager, which is broader than that of the functional area manager. We are primarily concerned with the organization as a whole. However, managing subunits—such as a division, business unit, or profit center—also involves strategic decisions affecting success or failure.

The format for this course includes readings and discussion of theoretical perspectives, analytical tools, case studies, group work and presentations. The discussion format for the class offers you the opportunity to further develop critical thinking and communication skills, both vital to your success as a manager.

The overarching objective of this course is to equip you with the analytical skills necessary to participate effectively in the evaluation, formulation, and implementation of business and corporate strategies.

SPECIFIC LEARNING OBJECTIVES

- Develop an understanding of strategy, how it is formulated and evaluated, and how it brings coherence to organizational activities.
- Become more creative strategic thinkers, competent to apply theoretical frameworks that generate alternatives you might not have considered previously.
- Understand how corporations create (or destroy) economic value through its multimarket activities including the scale and scope of these activities.

*We may also substitute or cover some additional topics based on interest exhibited by the class.*

COURSE MATERIAL


HBS cases will also be required and can be purchased online: [Harvard Business Cases](#)
Additional readings and material will be posted on Sakai as needed.

Recommended readings: For current strategic management practice and thought, you are encouraged to follow business news in publications such as: Business Week, Fortune, Financial Times, Harvard Business Review, NYT, WSJ etc. Doing so regularly will aid you in identifying articles you may be asked to prepare for class discussion.

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

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>15%</td>
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<tr>
<td>Individual Assignments</td>
<td>10%</td>
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<tr>
<td>Written Case Analysis and/or presentations</td>
<td>25%</td>
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<td>Examination</td>
<td>50%</td>
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Participation. Participation grade is based on the instructor’s perception of your contribution to class discussions. Some of the factors that this grade encompasses are:

1. Relevance – Do your comments speak directly to the issues and concepts being addressed? Do they extend our understanding of those issues or concepts? Do they reflect your adequate preparation to participate in the discussion?
2. Additivity – Do your comments reflect active listening to the comments of other class members? Have they incorporated insights introduced earlier and built upon them?
3. Substance – Do your comments make a real contribution to the ideas being exchanged? Has anything new been gained from your contribution to the discussion?
4. Persuasiveness – Have your points been well articulated, argued, and supported, such that others take note of the convincing nature of your points?
5. Questioning – Have your observations reasonably questioned the comments of others or challenged their assumptions without disparaging the person who offered them?
6. Amount of participation (this does NOT mean dominating the discussion).
7. Degree to which participation is spread across a number of sessions rather than concentrated in one or two.

Discussion Contribution. This class follows a discussion rather than a lecture format. Each student is expected to participate and may be called on 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. In the context of class discussions, you have the opportunity to develop your analytical, listening, and communication skills.

Individual Assignments. Specific guidelines will be provided in class.

Group Assignment. Your case write-ups should be written as consulting reports to the management of the case companies. You should provide actionable recommendations backed up by in-depth analyses and critical thinking, rather than simply summarizing the facts of the cases. Your write-ups should include:
(a) clear and viable recommendations,
(b) application of concepts and theoretical perspectives developed in this course, and
(c) the use of case facts and quantitative data to develop well-supported arguments.

The text of your write-ups should not exceed 5 double-spaced pages. You may also include additional pages of exhibits. Exhibits are a good way to succinctly summarize the details of your analysis and key findings. You are encouraged to use exhibits for material that complements your write-up.
You should turn in a hard copy of your team case analysis at the beginning of our case discussion session. All teams should come to our case discussion prepared to explain their analyses and recommendations. A peer evaluation form may be required if there is dissimilar participation in groups.

**COURSE POLICIES**

Professional conduct is expected in class and all interactions. Such conduct includes, but is not limited to—arriving on time, staying through the class, minimizing disruptions (turning off cell-phones), and being prepared for class. Laptop computers and other electronic gadgets are not allowed in class unless needed for a specific class exercise.

Professional conduct in class also applies to the process of making contributions. 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. Constructive criticism of lectures and assigned readings is encouraged.

*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://deanofstudents.camden.rutgers.edu/academic_integrity

*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.***