

**MGMT 726-001**  
**Fall, 2016**  
**Business Strategy and HR**  
**T-Th 10:05-11:20**  
**Room 134**  
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### **Course Overview:**

This course will address how firms make strategic decisions and the role that HR can play in facilitating the execution and development of strategies. The first part of the course will focus on the foundational models and tools for strategic decision making such as industry analysis, internal analysis, competitive advantage, and business strategies. The goal of the second part of this course is to provide students with frameworks for examining how HR can support the strategic needs of the business through a focus on getting the right people with the right skills in the right jobs at the right time doing the right things, along with an emphasis on how HR can influence strategic decisions. Grading will be based on classroom participation, case analyses, company reports, and a final case project.

### **Course Objectives:**

1. Students will be able to apply strategic decision tools such as five forces, value chain analysis, and VRIO to make better decisions.
2. Students will be able to communicate with line leaders using basic strategic concepts.
3. Students will be able to better understand how HR can influence strategic decisions.
4. Students will be able to apply basic frameworks to see the people implications of various business strategies.
5. Students will be able to identify HR strategies to help implement business strategies.

### **Books:**

Wright et al (In Press). View from the Top. (selected chapters on blackboard)

Barney and Clifford (2010) What I Didn't Learn in Business School. Cambridge, MA: Harvard Business School Press.

Assorted HBS/Darden cases and chapters/articles available on Blackboard.

Rothaermel, F. (2017) Strategic Management E-book available from:  
<https://create.mheducation.com/shop/> (ISBN: 9781308886169)

**Recommended:** Director, S. (2013). Financial Analysis for HR Managers. Upper Saddle Ridge, NJ: FT Press

## Grading:

Class Participation	15%
Case Project	35% (15% Group Consulting report, 10% Presentation, 10% Peer evaluation)
Exam	30%
Case Analyses	10%
Company Summaries	10%

Grades will be assigned according to the traditional cut-offs used at USC:

90-100%	= A
87-89%	= B+
80-86%	= B
77-79%	= C+
70-76%	= C
60-69%	= D
< 60%	= F

**Class Participation** – A major and important part of your learning in this course will take place in the classroom. **Therefore, regular attendance is essential.** Failure to attend means you cannot effectively participate and will impact your grade appropriately. Engaging in disruptive behavior during class will also result in a loss of participation points, including reading material for other courses, using cell phones or other personal electronic devices, sleeping, talking to other individuals, and doing homework for other courses.

Regular attendance determines only a fraction of your participation grade. Perfect attendance combined with complete silence or minimal participation gets you a "C". **Therefore, it is necessary that you prepare before class and actively participate. Also you must bring your name tent to class everyday to make sure the professor knows who is participating.** All students should actively and thoughtfully participate by asking relevant questions, providing views, and engaging in team activities. If you fail to attend class, I will assume you did not read the case or readings. You should schedule your outside activities to avoid class hours. **Students are generally not hurt by several absences if they actively participate during the rest of the semester.**

The quality of participation is judged by (1) ability to apply concepts and frameworks to your analysis, (2) personal insights, and (3) respectful attitude towards others.

This emphasis on participation serves two purposes. First, effective learning arises from the case materials and demands active involvement in discussion. Learning takes place in the dialogue - focusing on making sense of the material and on making choices rather than learning specific facts and the "right" answer. Second, participation helps develop your ability to think on your feet. Much of the professional activities of HR professionals involve speaking about one's analysis of issues in front of line managers.

You may use the following scale as a guide for classroom behavior:

95 pct.	↑ ↓	Present at all classes; actively and constructively contributes to class discussion; always prepared and prompt; professional.
80 pct.		Shows up in class regularly but not perfect attendance (misses 2 classes); shows up late; occasionally contributes; sometimes unprepared; distracted by texting or browsing web; usually professional.
65 pct.		Frequently absent; rarely contributes; disruptive in class; disrespectful to other students; excessive absences (more than 2 classes); always tardy; unprepared; excessive text-messaging; unprofessional; etc.

Also note that there will be a number of extra classes in the first half of the semester on Fridays. Attendance at all of these is mandatory as they are make-up classes for ones where the professor will miss.

**Case Project** – Each group will be assigned a firm in the airline industry and complete a final group project, including a written report and in-class presentation. Guidance can be found on Blackboard under Final Project in the Syllabus section. Critical dates for the project are as follows:

November 1<sup>st</sup> – Rough draft due containing Parts I and II and work begun on Part III. Strategic recommendations must be selected. This can be in summary form (Detailed 5-6 page outline as opposed to full 20 page paper)

November 29<sup>th</sup> /December 1<sup>st</sup> – Class presentations.

December 5<sup>th</sup> - Final papers due by 5 PM.

### **Peer Evaluations**

After the final project, each group member evaluates his or her peers in the group. Any evaluations that report significant problems with a team member will be evaluated on a case-by-case basis and may result in students receiving grades different from their team members. Should you run into problems, ***please let me know as soon as possible.***

**Case Analyses** – We will examine a number of cases as a means for exploring strategy and how strategy is developed in an organization. These case analyses should provide a one-sentence overview of the main question in the case, a paragraph describing the context/background/issues, and one-two paragraph suggested course of action (i.e., if you were the CEO, what are your next steps?). The cases should be no more than a page and are largely designed to ensure that students have read and thought about the case. Each case will be graded as 1 (Unsatisfactory = 80%), 2 (Satisfactory = 87%) and 3 (Exceptional = 93%). It is expected that no one should receive an Unsatisfactory grade,

and very few people (if any) will EVER receive an Exceptional grade. An example from American Express will be provided as a guideline for how to do the cases.

**Company Summaries** – Any time an executive comes to class you will be expected to submit a one-page summary of the company. This summary should include a brief description of the business, current financial situation (recent profitability, earnings reports, stock price, analyst ratings, etc.) and any current issues that the company faces that have gotten it written up in the news (quick searches of WSJ, FT, or IBD will suffice). Again, these will be graded 1, 2, or 3.

### **Executive Lecturers:**

We are extremely privileged to have the following CHROs participate in the class to provide cases for your projects:

Donna Morris – Adobe Systems

Melanie Steinbach – Milliken

Jose Tomas – Anthem

Melissa Cee – TIAA

Lucien Alziari – A. P. Moeller Maersk

Paige Ross – Blackstone Group (Private Equity company)

Dermot O'Brien – ADP

Kevin Walling – Hershey

Herve Tiberghien - PPG

In addition, on Nov. 11 you will attend Julian Dalzell's class to hear Mary Jo Jacobi.

### **Academic Honesty**

Please become familiar with the University's Honor Code found in the Official Student Handbook available on the Web

at <http://www.sc.edu/academicintegrity/honorcode.html>

"It is the responsibility of every student at the University of South Carolina Columbia to adhere steadfastly to truthfulness and to avoid dishonesty, fraud, or deceit of any type in connection with any academic program. Any student who violates this Honor Code or who knowingly assists another to violate this Honor Code shall be subject to discipline."

In addition, students are expected to abide by the Moore School's Code of

Conduct: <http://moore.sc.edu/academicprograms/undergraduate/programoverview/studentcodeofconduct.aspx>

### **Accommodating Disabilities**

Reasonable accommodations are available for students with a documented disability. If you have a disability and may need accommodations to fully participate in this class,

contact the Office of Student Disability Services. All accommodations must be approved through the Office of Student Disability Services.

## **Class Schedule (Red is for Friday special sessions)**

### **August**

18 – Introduction

19 – What Is Strategy?

R Chapter 1 –What is Strategy

Honda Case – No analysis needed to turn in, but must read before class

23 – What is a Business Model?

R Chapter 5 – Competitive Advantage, Firm Performance, and Business Models

Read Solyndra article on Blackboard

25 – Strategic Leadership

R Chapter 2 – Strategic Leadership

26 – Analyzing a Case

\*\*Adobe Case

30 – External Analysis – Five Forces Analysis

R Chapter 3 – External Analysis: Industry Structure, Competitive Forces, and Strategic Groups

\*\*IBM Case

### **September**

1 – Donna Morris – Adobe Systems

\*\* Adobe Systems summary due

2 – External Analysis – PESTEL

\*\* McDonald's case

6 – Melanie Steinbach – Milliken

\*\* Milliken summary due

8 – Internal Analysis – Capabilities and Resources

R Chapter 4 – Internal Analysis: Resources, Capabilities and Core Competence

\*\*Starbucks Case

9 – Internal Analysis – Value Chain

\*\*Dell Articles on Blackboard

13 – Jose Tomas – Anthem

R Chapter 7 – Corporate Strategy: Strategic Alliances, Mergers and Acquisition

\*\* Anthem summary due

15 – No Class

16 – No Class

20 – No Class

22 – Melissa Cee – TIAA

\*\* TIAA summary due

23 – Business Strategies

R Chapter 6 – Business Strategy: Differentiation, Cost Leadership and Blue Ocean

\*\* GE Case

27 – Lucien Alziari – Maersk

\*\* Maersk summary due (including information from Maersk case)

29 – No Class

30 – Strategy Implementation

R Chapter 8 – Organizational Design: Structure, Culture, and Control

## **October**

4 – Internal Analysis – Sources of Sustainable Competitive Advantage

6 – Review for Exam

7 – **EXAM**

11 – Dermot O’Brien – ADP

\*\* ADP summary due

13 – No Class – Fall Break

18 – Paige Ross – Blackstone Group

\*\* Blackstone Group summary due

B&C Chapters 1-7

20 - What I Didn't Learn in Business School

B&C Chapters 8-14

25 – Kevin Walling – Hershey

\*\* Hershey summary due

Avedon Chapter

27 – No Class

## **November**

1 – Herve Tiberghien – PPG

\*\* PPG summary due

3 – HR Leadership: Influencing the Organization

\*\*Delta Airlines Part 1

Murphy Chapter

Schuyler Chapter

8 – HR Leadership: Influencing Decisions through Models and Data

\*\*Apple case

Brockbank Chapter

Ulrich Chapter

Lawler Chapter

10 – Julian Dalzell’s Guest Mary Jo Jacobi

15 – HR Leadership: Influencing People

\*\*Delta Part 2

17 – HR Leadership: Influencing People

\*\*Best Buy case

D’Ambrose Chapter

22 – No Class (Prepare for Presentations)

29 – Group Presentations

## **December**

1 – Group Presentations