

Strategic Analysis

WCIM6208

Course Outline

Description: In an ever-changing environment, businesses need to have and maintain a strategy for sustainable, long-term performance. Through a combination of readings, case studies, and classroom discussion, participants will be introduced to current business strategy theory and techniques. These theories and techniques will be applied to develop analytical skills, which in turn will allow a better understanding of business strategy and will enable participants to analyze, develop, and implement strategic plans.

Course Goals: The overarching goal of the strategic analysis course is for students to understand how and when to employ key tools in critically analyzing a firm's business or corporate strategy and to be able to engage in productive communication with senior management in planning, developing and implementing future oriented management activities to achieve the firms' mission.

Course Objectives: At the completion of this course, the student will be able to:

1. Enumerate and understand the essence and definitions of strategy, the key attributes of strategic management, and competitive advantages
2. Perform an external environmental scan and know how trends and events in the general environment and forces in competitive environment are interrelated and affect performance
3. Execute an internal analysis using various frameworks to gain insights into how individual activities are interrelated as well as how they create, add value and maintain a sustainable advantage for the firm
4. Recognize the vital role of technology and understand the key role of social capital in leveraging knowledge and human capital
5. Develop unique strategies and understand how the successful attainment of generic strategies while considering the industry life cycle can improve a firm's relative power vis-à-vis the five forces that determine an industry's average profitability
6. Appreciate why firms engage in diversification efforts and how corporations use related and unrelated diversification to achieve synergistic benefits through various corporate level strategic methodologies
7. Understand the two opposing forces—cost reduction and adaptation to local markets—that firms face when entering international markets and explicate the advantages and disadvantages associated with each of the four basic strategies for achieving competitive advantage in global markets
8. Comprehend and clarify how the internet is disrupting industry structures and how internet technologies are affecting the five competitive forces as well as how and why firms are using e-business strategies to add value and achieve unique advantage and their competitive position
9. Understand the relationship between a firm's strategy and a firm's structure as well as their relative advantages and disadvantages of each type of organizational structure
10. Explain why there is no "one best way" to design strategic control systems and how the most effective systems are contingent on situational factors and the organization's specific strategic choices and the role governance plays in ensuring that the interests of managers align with those of shareholders
11. Describe the crucial role of emotional intelligence, ethics, and a leader's role in establishing successful leadership in creating and maintaining a learning organization.
12. Understand how corporations create an internal environment and culture that promotes entrepreneurial development in successfully pursuing and supporting new ventures in achieving

Western Continuing Studies

an organization's mission

Weightings of the various segments of the course (Evaluation) as are follows:

Assignments	30%
Participation	15%
Mid Term Exam	25%
Final Exam: Case	30%
Total	100%

Notes on assignments (papers and reports):

- Must be academic in style and content
- Must have a clear focus
- Must present ideas in a logical and well thought-out flow
- Arguments, analysis and conclusions must be based on clearly identified research and sources
- Must cite all references from other sources
- Must be in paragraph format
- Must be double-spaced, and typewritten
- Must follow APA style

Policy on Cheating and Academic Misconduct:

Academic honesty is a cornerstone of conduct at The University of Western Ontario. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on "Scholastic Offences" in the current University Academic Calendar, or on the web at <http://www.westerncalendar.uwo.ca>. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University's code of conduct.

Code of Student Conduct

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at The University of Western Ontario, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: <http://www.uwo.ca/univsec/board/code.pdf>

Plagiarism

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Course Schedule

<u>Week</u>	<u>Topic</u>
1	Course Introduction

Western Continuing Studies

Read: Chapter 1 Strategic Management

2

Read: Chapter 2 External Environment, and
Chapter 3 Internal Environment

3

Read: Chapter 4 Intellectual Assets, Human Capital, and
Chapter 5 Business-Level Strategy
Case: Wal-Mart Stores Inc.: Dominating Global Retailing

4

Read: Chapter 6 Corporate-Level Strategy, and
Chapter 7 International Strategy
Case: Wal-Mart Stores Inc.: Dominating Global Retailing (Continued)

5

Read: Chapter 8 Disruptive Environments, Digital Business Strategy, and
Chapter 9 Creating Effective Organizational Designs
Case: PepsiCo's Acquisition of Quaker Oats

6

Read: Chapter 10 Strategic Control and Corporate Governance, and
Chapter 11 Strategic Leadership
Case: PepsiCo's Acquisition of Quaker Oats (Continued)

7

MIDTERM EXAM

This will be a multiple choice and short answer closed book exam based solely upon the textbook and lecture material.

8

Read: Chapter 12 Innovation and Growth
Case: Circuit City Stores, Inc.: Strategic Dilemmas

9

Case: Southwest Airlines 2008

10

Case: Krispy Kreme Doughnuts, Inc.

11

Case: The Quaker Oats Company, Gatorade, and Snapple Beverage
HAND-IN ASSIGNMENT Due before the start of class Week 11

12

REVIEW

13

FINAL EXAM *This is a closed book case exam.*

*Subject to change