

## Strategic Analysis

WCIM6208

### Course Outline (in-class)

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**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 an organization's mission

This course outline is a sample only and is subject to change.

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**Text:** TBA

**Evaluation:**

Group Project	30%
Contribution	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

**Grading:**

A+	90-100	One could scarcely expect better from a student at this level
A	80-89	Superior work which is clearly above average
B	70-79	Good work, meeting all requirements, and eminently satisfactory
C	60-69	Competent work, meeting requirements
D	50-59	Fair work, minimally acceptable
F	below 50	Fail

**Group Project**

Details and due dates will be posted on the course website. This is a group assignment. Each group must have at least five (5) members. You are expected to submit one report and all group members will receive the same grade. Late assignments will not be accepted. The project has a specified length, either words or pages as well as format specifications that are outline in the Group Project Rubric that will be posted on the course website.

**Exams**

Both the midterm and final exams will be scheduled for two (2) hours.

Please note that students are required to complete **all components** of this course. There are no exceptions to this. Extra assignments to improve grades will not be allowed.

**Online Contribution / Participation Grading Chart:**

The following chart will act as a guide for assessing student participation in the course:

Grade	Criteria
10	The student participates frequently, providing relevant responses and over the length of the course actively replies to discussion questions, instructor comments, and other students in a positive manner that demonstrates critical thinking skills; the responses often offer new perspectives on course material and spark discussion.
8-9	The student participates consistently, providing relevant responses and over the length of the course actively offers new ideas and responds to the contributions of others.

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| 6-7 | The student provides some relevant contributions and occasionally offers new ideas.   |
| 4-5 | The student's contributions are inconsistent in both quality and relevance. The student does not offer any new ideas, and responses to fellow students are few.   |
| 2-3 | The student rarely participates, rarely provides responses, and rarely responds to the comments and contribution of others. The student is rarely involved in group or class discussions.                       |
| 0-1 | The student never participates, does not respond to the comments or contributions of others, and does not offer their opinion or ideas. The student only contributes when specifically asked by the instructor. |
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## **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>).

## **Policy on Late Assignments:**

No late assignments will be accepted. Extensions will be considered if the professor is approached at least two days prior to the due date. Moreover, only extenuating circumstances will be considered.

Any assignment handed in late that has been approved will be subject to a penalty of two percent (2%) per day including weekends, up to a maximum of 7 days, after which assignments will not be accepted and a grade of zero will be assigned unless documentation for accommodation has been provided in advance. The reason for this seemingly harsh system is:

- a) it ensures that people who hand their assignments in on time are not penalized, and
- b) it makes it far more likely that you will submit your assignments on time.

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## When will I receive my grades?

Assignments will be marked, and the grades available, as soon as possible after they are due. Final grades will be available 2 weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

## How do I hand in assignments?

All assignments will be submitted both hard-copy and electronically through OWL using the assignment tool. Failure to meet deadlines without the instructor's written permission will be subject to the late assignment policy. It is the student's responsibility to ensure that all assignments forwarded to the instructor arrive before the due date. If you experience difficulty in submitting assignments through OWL, you are responsible for contacting the instructor and arranging an alternate method of delivery (e.g., e-mail attachment) for the assignment.

## Course Schedule:

<u>Week</u>	<u>Topic</u>
1	Course Introduction 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 Project: Scope and introduction due for review 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	<b><u>MIDTERM EXAM</u></b>
<i>This will be a multiple choice and true/false open book exam based solely upon the textbook and lecture material.</i>	
8	Read: Chapter 12 Innovation and Growth Case: The rise of Circuit City Stores, Inc. Case: The fall of Circuit City Stores, Inc.
9	Case: Southwest Airlines 2008
10	Case: Krispy Kreme Doughnuts, Inc.
11	Case: The Quaker Oats Company, Gatorade, and Snapple Beverage

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**HAND-IN Group ASSIGNMENT (final report due before class)**

12 REVIEW

13 **FINAL EXAM**