

Course Outline – Online

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

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Required Text:
TBD

Evaluation:

Participation – Graded Deeper Dive Forum Discussion	30%
Case Study – TEAM Assignment (15% - team response, 5% - Peer to Peer)	20%
Mid Term Exam	25%
Final Exam	25%

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

Online participation involves contribution that demonstrates critical reflections, which are helpful in moving the discussion forward. Students are asked to demonstrate professionalism throughout the course. “Deeper Dive” discussions are an opportunity for you to share insights while exploring course concepts and their practical application.

Deeper Dive Discussions. This is an opportunity for you to connect with your fellow learners on a variety of topics/concepts throughout the course.

- In addition, you can use the General Forum discussion to engage with your fellow learners on a weekly bases (refer to the General Forum in OWL)

Group Assignment – Case Study

In assigned teams, you will explore Business Strategy – Case Study – Robin Hood
Refer to the Assignment Folder in OWL

Exams:

The **Midterm Exam** will be available online. Once you start, you will have three hours to complete.

The **Final Exam** will be available online. Once you start, you will have three hours to complete.

Please note that students are required to complete **all components** of this course. There are no exceptions to this.

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Policy on Cheating and Academic Misconduct:

Academic honesty is a cornerstone of conduct at Western University. 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 Western University, 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/pdf/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 Western University and Turnitin.com (<http://www.turnitin.com>).

How often will the instructor communicate with me?

The instructor will respond to Messages through the **OWL Message Tab** within 24 hrs Weekdays and 48 hrs on Weekends.

- Students can request a one on one Zoom meeting with the Instructor.

Policy on Late Assignments:

It is expected that assignment are submitted on time. Late assignments will receive a 2% per day

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deduction, including weekends up to a maximum of 3 days, after which assignments will not be accepted and a grade of zero will be assigned unless, documentation for accommodation has been provided to the instructor in advance.

How do I hand in Assignments?

All assignments will be submitted electronically through OWL using the assignment tool, and/or Graded Forums & Test & Quizzes. 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 and Posts in Forums follow the guidelines-dates noted.

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. If you are unable to access Forums, please contact the instructor to ensure there isn't a technical problem

When will I receive my grades?

Final grades will be available 2 weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

Course Schedule:

WEEK	Topic	To Do
1	Course Introduction Chpt 1: Strategic Management: Creating Competitive Advantages	Read Chpt 1 Post Introduction in Forums - Week 1
2	Chpt 2: Analyzing the External Environment of the Firm	Read Chpt 2 TEAM Assignment Case Study- Robin Hood
3	Chpt 3: Assessing the Internal Environment of the Firm	Read Chpt 3 Graded Deeper Dive Forum Discussion
4	Chpt 4: Recognizing a Firms Intellectual Assets: Moving Beyond a Firms Tangible Resources	Read Chpt 4 Engage /respond to your fellow Learners in your Forum Group
5	Chpt 5: Business-Level Strategy: Creating and Sustaining Competitive Advantages	Read Chpt 5
6	Chpt 6: Corporate-Level Strategy: Creating Value through Diversification	Read Chpt 6 Prepare for Midterm Week 7 Mid-Course Feedback – How am I Doing?
7	Chpt 7: International Strategy: Creating Value in Global Markets Mid Term Exam Multiple Choice/True or False Open Book -Based upon Text/Instructor Lessons Covering Content Weeks 1-7	Read Chpt 7 You will log in to OWL, Test & Quizzes 3 hours to complete

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8	Chpt 8: Entrepreneurial Strategy and Competitive Dynamics	Read Chpt 8
9	Chpt 11: Strategic Leadership: Creating a Learning Organization and an Ethical Organization	Team Assignment CASE STUDY – Robin Hood Read Chpt 11 Deeper Dive Forum Discussion Read Chpt 10
10	Chpt 10: Creating Effective Organizational Designs	Engage /respond to your fellow Learners in your Forum Group Read Chpt 9
11	Chpt 9: Strategic Control and Corporate Governance	Read Chpt 12
12	Chpt 12: Managing Innovation and Fostering Corporate Entrepreneurship	Prepare for Final Exam - Week 13
13	Final Exam Multiple Choice/True or False - Open Book Based upon Text/Instructor Lessons Covering Content Weeks 8-12 Course Wrap up Complete Self – Assessment-Course Participation/Lessons Learned	You will log in to OWL, Test & Quizzes 3 hours to complete Optional: Course Wrap up/Forums