

ANALYSIS OUTLINE

Group / Name: _____

<i>Section of report</i> <i>Grade range is 0.0 –4.4</i>	Form	Content
Mission, Objectives, Goals, stakeholders	<ul style="list-style-type: none"> ◆ Updated Information ◆ Current Mission ◆ Goals & Objectives ◆ Stakeholders 	<ul style="list-style-type: none"> ● If case info. needs updating, update it and bring the audience/reader up to speed. ● Provide what you think is the firm’s current Mission & some goals. ● Who’re the stakeholders and what do they want?
General and Industry Environment	<ul style="list-style-type: none"> ◆ Macro Environment (Demographics, Economy, etc.) ◆ Industry Environment (Porter’s 5) ◆ Competitors (top 3 or so) ◆ How do these forces interact 	<ul style="list-style-type: none"> ● Clearly outline these elements.
Resources and Capabilities / Core Competencies	<ul style="list-style-type: none"> ◆ Resources (Tangible / Intangible) ◆ Capabilities (by Functional Area) ◆ Core Competencies ◆ Performance 	<ul style="list-style-type: none"> ● Details will be needed (e.g. you should say “Their physical plant is the most modern and efficient in the industry and it allows them to...” rather than simply listing “physical Plant” under a list of tangible resources).
Business, Corp. and International Strategies	<ul style="list-style-type: none"> ◆ Business Level Strategy ◆ Corporate Level Strategy ◆ International Strategy ◆ Cooperative Strategy 	<ul style="list-style-type: none"> ● Tell me what is their: <ul style="list-style-type: none"> - Generic Bus. level strategy is (Cost Leadership, Diff, Focus, etc.) - Corp. level strategy (Conglomerate, Vert. Integration Single bus., etc.) - International Strategy (Global, Transnational, Multidomestic). - Any Joint Ventures, etc.
Synthesis	<ul style="list-style-type: none"> ◆ Firm Strengths & Weaknesses ◆ Enviro. Opportunities & Threats ◆ SWOT Matrix ◆ Does the strategy fit the SWOT 	<ul style="list-style-type: none"> ● Summarize not only the strengths & weaknesses / opportunities & threats but relate them to each other – how does all that you’ve said so far fit together.
Criteria, Evaluation & Recommendation	<ul style="list-style-type: none"> ◆ Possible Alternatives ◆ Criteria by which you will evaluate Alternatives ◆ Evaluation of Alternatives ◆ Recommendation 	<ul style="list-style-type: none"> ● Generate possible alternatives. ● Evaluate possible courses of action given mission, SWOT and strategy. ● Evaluation (Apply the criteria) ● Recommend (This is a must)
Implementation	<ul style="list-style-type: none"> ◆ Describe Action Plan for implementation ◆ Discuss the logic of Action Plan ◆ Are any new organizational structure or controls needed ◆ Criteria to evaluate change success. 	<ul style="list-style-type: none"> ● Logical & appropriate Action Plan for implementing your recommendations (first do this, then, etc.) ● Review any new organizational structure or controls needed ● Criteria by which you will evaluate whether the change was successful.
Average		

ANALYSIS OUTLINE

The written version should be no more than 18 pages of text, no less than 11 pt, double space, and no less than 1-inch margins. Mix the tables and figures into the text as they are mentioned in the paper.

INTRODUCTION

- Background in Brief
- The Organization Today

MISSION, GOALS & STAKEHOLDERS

- Mission
- Goals and Objectives
 - 1. ...
 - 2. ...
- Stakeholders
 - 1. ...
 - 2. ...

EXTERNAL ANALYSIS

- General Environment
 - 1. ...
 - 2. ...
- Industry Environment
 - 1. ...
 - 2. ...
- Competitor Analysis
 - 1. ...
 - 2. ...
- Analysis of interaction of External Forces
 - 1. ...
 - 2. ...

INTERNAL ANALYSIS

- Resources
 - Tangible
 - 1. ...
 - 2. ...
 - Intangible
 - 1. ...
 - 2. ...
- Capabilities
 - 1. ...
 - 2. ...
- Core Competencies
 - 1. ...
 - 2. ...
 - 3. Three is plenty
- Performance
 - 1. ...
 - 2. ...

STRATEGY

- Business Level Strategy
- Corporate Level Strategy
- International Strategy
- Cooperative Strategies

SYNTHESIS

- Strengths
 - 1. ...
 - 2. ...
- Weaknesses
 - 1. ...
 - 2. ...
- Opportunities
 - 1. ...
 - 2. ...
- Threats
 - 1. ...
 - 2. ...
- SWOT Matrix!
- SWOT fit with strategy

ALTERNATIVES

- 1. ...
- 2. ...
- 3. ...

CRITERIA FOR EVALUATION

- 1. ...
- 2. ...
- 3. ...

EVALUATION

- Matrix of Criteria to Alternatives

RECOMMENDATIONS

- Short term
- Long Term

IMPLEMENTATION

- Action Plan Described
 - 1. ...
 - 2. ...
- Rationale for Action Plan
- New Structure and Control Systems Needed
- Criteria to Evaluate Success of Implementation