

COURSE: BUS 478, Section D400
TITLE: Strategy
SEMESTER: Fall 2023 (1237)
CLASSROOM: D400 WMC 3250 Monday, 9:30
 D500 WMC 3220 Tuesday, 11:30

INSTRUCTOR: Jerry Sheppard
 Office: WMC 4387
 Hours: Monday: 12:40 - 1:20
 Tuesday: 10:40-11:20
 Phone: 778-782-4918
 E-mail: sheppard@sfu.ca

Pre-requisites:

Bus. 207, 312, 343, 360 & 374 or 381 & 90 credits.

Objectives

1. Develop a capacity to think strategically about a firm, its business position, how a firm can gain a competitive advantage.
2. Conduct strategic analyses in a range of industries, firms and situations to develop a grasp of the competitive trials of a global environment.
3. Get acquainted with managerial tasks related to strategy formulation, and what managers can do to promote competent implementation.
4. Integrate knowledge from other courses to see how business functions fit together and why all parts of a firm need to be managed in harmony.

Textbook

Hitt, Ireland & Hoskisson, *Strategic Management, Competiveness and Globalization, Concepts*, 12th edition or later. Cengage. ISBN: 9781305502208 or 9780357033838.

Grades

Individual Written Grades	
Strategy Formulation	16%
Integrate- Recommend- Implement	16%
Written Executive Summary	16%
Individual Participation Grades	
Participation	11%
Presentation Performance	7%
Peer Evaluated Group Contribution	6%
Group Work Grades	
Written Case Synopsis	8%
Case Presentation	10%
Written Executive Summary	10%

Class participation

Group participation and a positive contribution to class discussion are integral parts of the course; *coming to class is not enough!* Attendance accounts but contribution to discussion accounts more. The best way to contribute is to be prepared by reading the material in advance and saying something in class. Keep in mind that the quality of your contribution will also be evaluated.

Individual Analyses & Executive Summary

Individual firm strategic formulation and implementation analyses, along with an Executive Summary are on the **Vestas** case. The case is an introduction to the firm; you should do additional research to update and complete, as much as possible, information on the business. Your analyses should use the doc. files linked to “Blank strategy formulation template” & “Blank integration, recommendation and implementation template” available on the class Business 478 Canvas website.

Group work

You’ll form groups of four to six people in the first week. Groups should have folks who have a range of skills, and can work well together.

You will be evaluating others in the group. The average grade for the group is to be 3.1. If you choose not to fill out a grade form, all group members will receive a 3.15.

Groups also write a 5-8 page synopsis of a firm of your choice covering firm history, environment, current state & main strategic challenges. At the term’s end groups present a 30-min. analysis of the firm. Groups then have two days to complete a written Executive Summary of their analysis.

Session Breakdown

Most sessions include a short ‘Essentials’ lecture on main chapter points, a strategy based exercise and / or a case (a 20%, 40% 40% split).

If you want them more in-depth coverage of the concepts, you can find full concepts chapter lectures. These are Power Point presentations with audio that plays once you start the slide show & when prompted you have to click ‘NEXT’ to get to the next point.

Ethical Considerations

You must do your own work on individual assignments. Failure to do so, plagiarism, or insufficient citation may result in a zero for the assignment.

Course Coverage

The onus is on students for discussion; the professor’s role is to facilitate. To this end the goal is to expose you to many organizations and strategies.

Schedule

	Class	Topic Detail	Tasks	Hand in
Formulation & Integration	Mon. Sept. 11	Intro. to Strategic Management. Strategy Case Analysis.	Read Chapter 1. Look over the Case PowerPoint Slides.	
	Mon. Sept. 18	External & Internal Environment.	Read Chapters 2 and 3. Prepare to discuss The IMI Case.	
	Thurs. Sept. 21	Group lists.	Hand in Group lists.	Group Lists
	Mon. Sept. 25	Business Level Strategy. Corporate Level Strategy	Read Chapters 4 and 6. Prepare to discuss the Carlsberg Case. Formulate a critique the Carlsberg slides.	
	Tue. Oct. 10	Competitive Rivalry & Dynamics. International Strategy.	Read Chapters 5 and 8. Prepared to discuss the in class Exercises A & B on the RV Industry.	
	Thurs. Oct. 12	Formulation Analysis.	Hand in Individual Formulation Analysis.	Formulation analysis for Vestas
	Mon. Oct. 16	Cooperative Strategy. Organization Structure and Controls.	Read Chapters 9 and 11. Prepare to discuss the Deepwater Horizon Case.	
	Mon. Oct. 23	Restructuring.	Read Chapter 7. Prepare to discuss Exercise C: A to Z.	
Implementation	Thurs. Oct. 26	Individual Integration, Recommendation & Implementation Analysis.	Hand in individual Integration, Recommendation and Implementation Analysis.	Vestas integration, recommendation & implementation
	Mon. Oct. 30	Corporate Governance. Leadership.	Read Chapters 10 and 12. Prepare to discuss Exercise D: Bayer.	
	Mon. Nov. 06	Strategic Entrepreneurship. The Future.	Read Chapter 13 and the article <i>How to do Strategic Planning like a Futurist.*</i> Prepare to discuss Exercise E: Futures.	
	Thurs. Nov. 09	Individual Executive Summary	Hand in Individual Executive Summary.	Vertas Exec. Sum.
	Thurs. Nov. 16	Group Case Synopsis	Group Case Synopsis.	Group Synopsis
Ends	Mon. Nov. 20	Case Presentations	Case Presentations	
	Wed. Nov. 22	Group Executive Summary	Group Executive Summary	Group Exec. Sum.
	Mon. Nov. 27	Case Presentations	Case Presentations	
	Wed. Nov. 29	Group Executive Summary	Group Executive Summary	Group Exec. Sum.
	Mon. Dec. 04	Case Presentations	Case Presentations	
	Wed. Dec. 06	Group Executive Summary	Group Executive Summary	Group Exec. Sum.

* This can be found at <https://hbr.org/2019/07/how-to-do-strategic-planning-like-a-futurist>



Bus 478 Group Selection

COURSE: BUS 478-3
TITLE: Strategy

INSTRUCTOR: Dr. J. Sheppard
Office: WMX 4387
E-mail: sheppard@sfu.ca

NOTES: <http://www.sfu.ca/~sheppard/index.html> Phone: 778-782-4918

Title	Name	Last 4 Digits of Student ID #	Concentration
<i>Chief Executive Officer</i>			
<i>Chief Operations Officer</i>			
<i>Chief Marketing Officer</i>			
<i>Chief Financial Officer</i>			
<i>Chief of Human Resources</i> <i>If you have one</i>			
<i>Chief Information Officer</i> <i>If you have one</i>			

Preferences

<i>First Choice</i>	November 20 / 21	November 27 / 28	December 04 / 05
<i>Second Choice</i>	November 20 / 21	November 27 / 28	December 04 / 05
<i>Third Choice</i>	November 20 / 21	November 27 / 28	December 04 / 05

Comments

Formulation Analysis Evaluation

<i>Section of report</i> <i>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 the firm’s current Mission & Goals. • Who’re the stakeholders & 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) ◆ What are the industry dynamics 	<ul style="list-style-type: none"> • Clearly outline these elements. • Industry dynamics include the likelihood of competitor attack and response and the form these attacks and responses are likely to take given conditions in the environment
Resources and Capabilities / Core Competencies	<ul style="list-style-type: none"> ◆ Resources (Tangible / Intangible) ◆ Capabilities (by Functional Area) ◆ Core Competencies (VIRO) ◆ 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.
Average		


Integration, Recommendation and Implementation Analysis Evaluation

<i>Section of report</i> <i>Range is 0.0–4.4</i>	Form	Content
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.
Selecting a Course of Action	<ul style="list-style-type: none"> ◆ Criteria by which you will evaluate a good recommendation. ◆ Recommendation. ◆ Targets and Goals ◆ Evaluation of Recommendations. 	<ul style="list-style-type: none"> • Tell me what challenges a good recommendation will address. • Have a definitive recommendation. • Tell me what are the targets of your recommendations. • Tell me how your recommendations meet your criteria and potential targets.
Implementation	<ul style="list-style-type: none"> ◆ Describe an 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 (1st this, then) • Review any new organizational structure or controls needed • Criteria by which you will evaluate whether the change was successful.
Remaining Considerations	<ul style="list-style-type: none"> ◆ Cover ◆ References ◆ Figures (like organization charts or time lines) ◆ Tables. 	<ul style="list-style-type: none"> • Cover has all the relevant elements (ID’s, Art). • Sufficient consistently properly presented alphabetical references. • Sufficient labeled clearly presented figures. • Sufficient labeled clearly presented figures.
Average		

Executive Summary Evaluation

<i>Section of report</i> <i>Range is 0.0–4.4</i>	Form	Content
Introduction	<ul style="list-style-type: none"> ◆ Format allows quick access to info. ◆ Compelling statement of interest. ◆ Analysis goals and objectives. ◆ Recommended strategy. 	<ul style="list-style-type: none"> • Explains what the firm does. • There's a compelling interest statement. • Does it note goals of the analysis? • Does it include a recommended strategy?
The Problem or Challenge	<ul style="list-style-type: none"> ◆◆ Opportunities & threats (competitor, industry and macro environment). ◆◆ Strengths & limitations (resources, capabilities & core competencies). 	<p>Clearly discuss these elements:</p> <ul style="list-style-type: none"> •• Opportunities & threats (competitor, industry and macro environment). •• Strengths & limitations (resources, capabilities & core competencies).
The Solution	<ul style="list-style-type: none"> ◆ Obvious & clear action statements. ◆ Clear outline of action steps. ◆ Clear timeline. ◆ Clearly stated goals. 	<ul style="list-style-type: none"> • What do you want to the firm to do? • What steps need to be taken (logical & appropriate action plan for implementation). • How soon do we start; with what steps? • How will we measure success (criteria by which you evaluate success of changes).
Why Now	<ul style="list-style-type: none"> ◆◆ External circumstances driving change. ◆ Internal resources for recommendation. ◆ Compelling statement of urgency. 	<p>Explain:</p> <ul style="list-style-type: none"> •• External circumstances driving change. • Internal resources for recommendation. • Why change now?
Average		

Executive Summary Outline

No more than one page, no cover, citations, or table of contents, no less than 11 point, New Times Roman, no less than ½-inch margins, and 1.25 spacing (in *Word*, Home → Paragraph →  → Line Spacing → Multiple → type in 1.25). Mix any tables and figures into the text as they are mentioned.

INTRODUCTION

- Explain what the firm does.
- There's a compelling interest statement.
- Does it note goals of the analysis?
- Include a recommended strategy?

THE PROBLEM / CHALLENGE

Clearly discuss these elements:

- Opportunities & threats (competitor, industry and macro environment).
- Strengths & limitations (resources, capabilities & core competencies).

THE SOLUTION

- What do you want to the firm to do?
- What steps need to be taken (logical & appropriate action plan for implementation).
- How soon do we start; with what steps?
- How will we measure success (criteria by which you evaluate success of changes).

WHY NOW

Explain:

- External circumstances driving change.
- Internal resources for recommendation.
- Detail the need for change now.

Group Presentation Evaluation

Sections	Comments / Questions	— Grade —	
		Form	Content
1. Describe the main challenges / problems for the organization. (A get-to-the-point <u>overview</u> .)			
2. Show an <u>analysis</u> backing how you arrived at your conclusion of what the organizational challenges are (Mainly an <u>external analysis</u> .)			
3. Tell me what <u>resources & capabilities</u> the organization has that help address the challenges / problems for the organization.			
4. Tell me what <u>restraints</u> the organization has to limit its actions.			
5. Sum-up the above by telling what a good recommendation does. (<u>Criteria for good recommendation</u> .)			
6. Make a <u>recommendation</u> that is clear and achievable.			
7. Explain an <u>implementation</u> showing a sense of urgency.			
8. Show me what things will look like when you are done. (i.e. how you <u>measure success</u>).			
9. Address the <u>questions</u> raised.			
Average			

Individual Presentation Grade is based on:

- Cogent Content Did what you discuss make sense and support the analysis?
- Confidence Did you seem self-assured about what you were saying?
- Enthusiasm I'm not looking for cheerleading but at least seem interested!
- Volume and Clarity Were you loud & clear enough to be heard & understood in the back?
- Attention to Audience . . . Did you make eye contact with the whole audience, not just the prof.?
- Rehearsed You can use notes but look up occasionally and keep your place.

STUDENT INPUT FOR CLASS PARTICIPATION GRADE (Due last Class)

Name _____

Student # _____

General attendance (Missed Classes) A+ A A- B+ B B- C+ C C- D F
 (0) (1) (2) (3) (4) (5) (6) (7) (8) Comments: _____

On-time attendance (Late Classes) A+ A A- B+ B B- C+ C C- D F
 (0) (1) (2) (3) (4) (5) (6) (7) (8) Comments: _____

Minutes of Sleep or work on other class classwork A+ A A- B+ B B- C+ C C- D F
 (0) (1) (2) (3) (4) (5) (6) (7) (8) (9) (10) Comments: _____

Contribution Quantity A+ A A- B+ B B- C+ C C- D F
 (10) (9) (8) (7) (6) (5) (4) (3) (2) (1) (0) Comments: _____

Contribution Quality A+ A A- B+ B B- C+ C C- D F
 (10) (9) (8) (7) (6) (5) (4) (3) (2) (1) (0) Comments: _____

Other (Specify) A+ A A- B+ B B- C+ C C- D F
 (10) (9) (8) (7) (6) (5) (4) (3) (2) (1) (0) Comments: _____

Bus 478 Group Evaluation



Group _____

<i>Grades range from 0.0 - 4.4.</i>	<i>Fill in only the column that applies to your group</i>			<i>Comments</i>
	<i>4 Person Group</i>	<i>5 Person Group</i>	<i>6 Person Group</i>	
<i>Title</i>				
<i>CEO:</i>				
<i>COO:</i>				
<i>CMO:</i>				
<i>CFO:</i>				
<i>CHR:</i>				
<i>CIO:</i>				
<i>Total:</i>	<i>12.4</i>	<i>15.5</i>	<i>18.6</i>	

Strategic Management: Competitiveness & Globalization

Introduction Slides:

Business 478: Strategy Course & Delivery

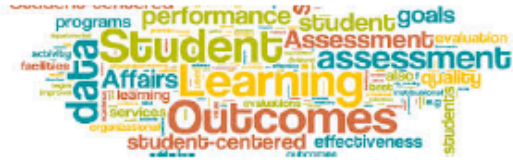
PART 0 Help with Strategy

Essential Skills, Slide 102

Learning Objectives

Studying this material should provide you with the strategic management knowledge needed to:

1. Know how to pass this class.
2. Know how to find the resources to perform an acceptable strategic analysis in this class.
3. Know that you could maybe not possibly ask for more!



Essential Skills, Slide 103

Intro. to Bus. 478: Strategy / '23 D400 Mon. Fall (1237)

Prerequisites: Bus. 207, 312, 343, 360 & 374 or 381 & 90 credits.

INSTRUCTOR: Jerry Sheppard

CONTACTS: 778-782-4918 | Sheppard@sfu.ca

OFFICE: WMC 4387

HOURS: Mon. 12:40-1:20, Tue. 10:40 -11:20 & by Appt.
For an appointment contact me in person, by phone or E-mail & we'll set-up an appt.



The Web page includes cases & exercises.

Essential Skills, Slide 103

Course Description & Text

Course Description:
Provide you with an introduction to Strategy.

- Goal: enhance your ability to insightfully develop, articulate, implement a strategy.
- Coverage: strategic mgmt. process:
 - i.e. strategy formulation and implementation.
- Short lectures, case studies and classroom exercises will support lecture & discussion of course topics.

Text:
Hitt, Ireland, & Hoskisson
 Strategic Management: Competitiveness & Globalization, Concepts, 12th or later Ed.



Grading (more on this when I get to grade sheets)


Individual Grade (72%)

Written Component


- 16% Formulation Analysis.
- 16% Integrate, Recommend, and Implement.
- 16% Executive Summary.

Participation Component

- 11% Individual Participation.
- 7% Presentation Performance.
- 6% Peer Evaluated Group Contribution.



is the individual written component case




Grading (more on this when I get to grade sheets)

Group Grade (28%)

Final Group Case

- 8% Written Case Synopsis
- 10% Case Presentation
- 10% Written Executive Summary



These folks look WAY too happy!



Ethical Not doing your own work on individual assignments, plagiarism or insufficient citation may get you a zero.

Group Selection Form

Name	Student ID #	Title	Concentration
Steve Jobs	20311-1234	CEO	Marketing
Andy Grove	20302-1416	COO	Mgmt. Science
Phillip Kives	20210-1234	CMO	Marketing
Mike Milkin	20311-5678	CFO	Finance
Mark Wexler	20102-1234	CHR	H.R.M.

You need to find a group in a company to analyze by Sept 21.

I'll put you in a group if you can't find one.

Essential Info: Week 703 > Course Introduction > Test & Course Description > Grades & Grading > **Group Selection** > Case Assignments > Strategic Analysis > Group Peer Evaluation > Self-Evaluation & Faculty

Class Assignments: The Basics

Date	Topic	Class Details	Readings
Mon. Sept. 11	Strategic Mgmt.	Strategic Mgmt. & Cases	Ch. 1, Case PowerPoints
Mon. Sept. 18	External / Internal Environment	Enviro, & the IMI Case	Chapters 2 and 3 & The IMI Case
Thur. Sept. 21	GROUP LISTS DUE		
Mon. Sept. 25	Bus. / Corp. Strat.	Strategie & Carlsberg	Chapters 4 and 6 & Carlsberg Case & Slides
Tue. Oct. 10	Competitive Rivalry & International Strat.	Rivalry, International & Exercises A & B	Chapters 5 and 8 & Exercises A & B
Thur. Oct. 12	Individual Formulation Analysis Due on Vestas		
Mon. Oct. 16	Coop. Strat. & Org. Struct. & Control	Coop. Strategy, Structure and Control & Deepwater	Ch. 9 & 11 & Deepwater Horizon Case
Mon. Oct. 23	Restructuring	Restructuring & Exercise C	Ch. 7

Essential Info: Week 803 > Course Introduction > Test & Course Description > Grades & Grading > **Group Selection** > Case Assignments > Strategic Analysis > Group Peer Evaluation > Self-Evaluation & Faculty

Class Assignments: Applications & Ends

Date	Topic	Class Details	Readings
Thur. Oct. 26	Individual Integration Recommendation and Implementation Analysis Due on Vestas		
Mon. Oct. 30	Corp. Governance & Leadership	Corp. Governance, Leadership & Exercise D	Chapters 10 and 12 & Exercise D
Mon. Nov. 06	Strat. Entrepreneurs & the Future	Strategic Entrepreneurship, the Future & Exercise E	Ch. 13 & Exercise E
Thur. Nov. 09	Individual Executive Summary Due on Vestas		
Thur. Nov. 16	Group Case Synopsis Due		
Mon. Nov. 20	Case Presentations (Written Analysis due Nov. 22)		
Mon. Nov. 27	Case Presentations (Written Analysis due Nov. 29)		
Mon. Dec. 04	Case Presentations (Written Analysis due Dec. 06)		

Essential Info: Week 803 > Course Introduction > Test & Course Description > Grades & Grading > **Group Selection** > Case Assignments > Strategic Analysis > Group Peer Evaluation > Self-Evaluation & Faculty

Grade for Formulation Analysis

Section of report <small>Grade range is 0.0 – 4.3</small>	Form	Content	SUBHEADINGS!
Mission, Objectives, Goals, Stakeholders	3.0	3.3	Include Corp. Philosophy and stakeholder analysis.
General & Industry Environment	3.0	3.4	General External Environment, Porter's 5 Forces, Competitor Analysis & Dynamics.
Resources, Capabilities & Core Competencies	3.3	3.3	Subheadings. Including explaining the firm's core competences (VRIO).
Bus., Corp., Co-op. & International Strategies	3.3	3.4	Subheadings include Business, Corp., International & Co-op. Strategies.
Average		3.25	Average



Grade for Integration, Rec. & Impl.

Section of report <small>Grade range is 0.0 – 4.3</small>	Form	Content	SUBHEADINGS!
SWOT & Synthesis	3.5	3.3	SWOT & how Strengths match Opportunities & how Weaknesses exacerbate Threats.
Criteria, recommend target, evaluate,	3.5	3.5	Create criteria for a recommendation, recommend, set targets, evaluate.
Implementation	3.3	3.4	State an action plan, timeline, needed structural & control changes required.
Remaining Considerations	3.5	3.4	Cover, reference, figures, tables.
Average		3.35	Average

Equal Weighting & pretty much as described.



Grade for Executive Summary

<https://www.inc.com/galea201008/how-to-write-an-executive-summary.html>

➤ First Paragraph Introduction:

- ❖ If asked to read a big paper, you'd want to know why.
- ❖ Explains what a firm does & compels further reading.
 - If you've a compelling A-Ha! moment, or identified a market segment not adequately served, you might start there.
 - Think about your core strengths.
 - Use bullet points to present your ideas more concisely.
 - What attributes does your firm have that make it special?



Grade for Executive Summary

➤ Then tell me: • **The Problem** • **Your Solution** • **Why Now**

- ❖ Problems include threats, opportunities &/or limitations.
- ❖ Solutions should address what you want to do & when.
- ❖ Why Now is important since it makes a summary timely.
 - Do NOT leave a reader thinking there's plenty of time to act.
 - If there's no urgency to a summary, the plans won't get read.

EXECUTIVE SUMMARY
VERSUS
INTRODUCTION

Executive summary provides a condensed version of the paper document.	Introduction introduces the document & explains how the document is organized.	Contains all important elements of the document (including background, recommendations and conclusions).	May contain background information, literature review, other methods of research, definition of terms and sections of the text.
One can understand the gist of a study by reading the executive summary.	One cannot understand the concepts of a study by merely reading the introduction.	Can be read at leisure at one's own pace.	Cannot be read at leisure at one's own pace.


Essential Info: 1500a 15203 Course Introduction Next & Course Description Grade & Grading Group Reflection Class Assignments Strategic Analysis Group Peer Evaluation Self Evaluation & Study

Group Peer Evaluations

Group Name: _____

Peer Evaluation

Grade range is 0.0 - 4.3.	Fill in only the column that applies to your group	
Title	4 Person Group	Comments
CEO:	3.7	OK
COO:	3.5	So-So
CMO:	3.8	Good!
CFO:	1.4	zzzzzz
CHR:		
Total:	12.4	




Don't be the free rider!
You get a higher grade by not filling this out!
This is due August 04, 2022

Essential Info: 1500a 15203 Course Introduction Next & Course Description Grade & Grading Group Reflection Class Assignments Strategic Analysis Group Peer Evaluation Self Evaluation & Study

Sundry Material

- Most sessions will be 20% short lecture, 40% strategy exercise, 40% case analysis.
- On-line lectures are from concepts chapters.
- Power Point Audio Lectures are available at: <http://www.sfu.ca/~sheppard/478index.html>
- All power point presentations include:



There's also some material on the bottom of the slide so you know how much longer the prof. is going to ramble on.

↓

A rose means Uber-Text notes



A star means an important point

Essential Info: 1500a 15203 Course Introduction Next & Course Description Grade & Grading Group Reflection Class Assignments Strategic Analysis Group Peer Evaluation Self Evaluation & Study

Strategic Management: Competitiveness & Globalization

Case Slides:

Strategy Case Analysis / Preparing an Effective Case Analysis


PART 0 Help with Strategy

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Learning Objectives

Studying this material should provide you with the strategic management knowledge needed to:

- Study the product of the analysis: the report. 3.
- Discuss, generally, what's involved with the synopsis. 4.
- Note the requirements for the analysis paper. 5.
- Note the analysis presentation requirements. 6.

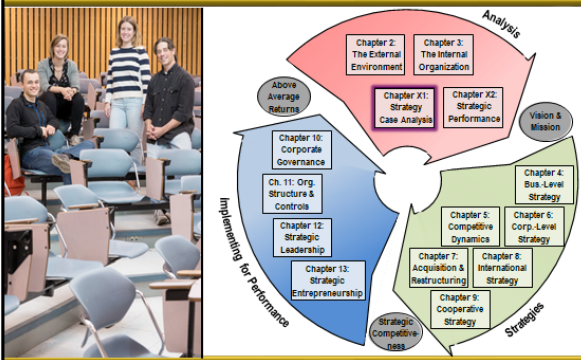



Case Studies



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The Strategic Management Process

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Essentials in Preparing a Case


- + Cases force you to confront reality:
 - The absence of needed information;
 - An imbalance among needs & resources;
 - Conflicts among competing objectives.
- + Cases require you to:
 - Relate analysis and action.
 - Develop realistic and concrete actions, despite complexity & partial knowledge.
- + The primary responsibility for learning is yours.
 - The quality of discussion entails some mastery of case facts & some analysis.
 - Read & think carefully about each case.

Essential Case Slides 4/21 Essentials of Preparing a Case Preparing for a Case Producing a Good Case Analysis Producing Good Analytical Papers Producing a Good Firm Synopsis Other Useful Producing a Good Presentation

Essentials in Preparing a Case

Essential elements include preparation:

- Careful reading and thinking about case facts,
- Reasoned analyses,
- Development of alternative solutions to case problems.



Recommended alternatives should flow logically from core problems identified through study of the case.

Essential Case Slides 5/21 Essentials of Preparing a Case Preparing for a Case Producing a Good Case Analysis Producing Good Analytical Papers Producing a Good Firm Synopsis Other Useful Producing a Good Presentation

Preparing for a Case

- 1. Gaining Familiarity**
 - In general, determine who, what, how, where & when (the critical facts in a case).
 - I.D. situation's places, persons, activities, & contexts.
 - Recognize informational certainties & uncertainties.
- 2. Recognizing Symptoms**
 - List all indicators (including stated "problems") that something is not as expected or as desired.
 - Ensure symptoms are not assumed to be a problem (symptoms lead to identifying problems):
 - You may want to correct symptoms, not true problems.
 - True problems are states or situations requiring solution before firms' or persons' performance can improve.

PLANNING & PREPARATION
 LEADS TO
 BETTER
 FIRM PERFORMANCE

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Preparing for a Case ★

3. Identifying Goals

- Identify critical statements by major parties.
- List all goals of the major parties that exist or can be reasonably inferred.

PLANNING & PREPARATION
 PIS\$ POOR PERFORMANCE

4. Conducting the Analysis

- a. Decide what ideas, models, theories are useful.
- b. Apply these conceptual tools to the situation.
- c. As new info. is revealed, go recycle back to 'a.'

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Preparing for a Case ★

5. Making the Diagnosis

- Identify predicaments (goal inconsistencies).
- Identify problems (goal performance divergence).
- Prioritize problems by timing, importance, etc.

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6. Doing the Action Planning

- Specify & prioritize criteria used for alternatives.
- Discover or invent feasible action alternatives.
- Examine likely consequences of alternatives.
- **Recommend a course of action.**
- Design an implementation plan / schedule.
- Create a plan to assess implemented actions.

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Producing a Good Case Analysis ★

1. Mission, Objective, Goals & Stakeholders

FORM


- Updated Information
- Current Mission / Goals & Objectives
- Stakeholders & what they want


- If the case info. needs updating, you should update it & bring the audience up to speed.
- Provide what you think are the firm's current Mission & some goals.
- Provide a list of stakeholders & what you think they each desire from the firm.

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2. External Environment: General, Industry & Competitive

FORM  • **General (Macro) Environment:**
Demographics, Economy, etc.

• **Industry Environment:** 
Porter's 5 forces.

• **Competitors:**
Detail the top three.

• **Dynamics:**
Likelihood of attack & response.

• **Clearly detail the above elements.** **CONTENT**

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Producing a Good Case Analysis ★

3. Internal Analysis:
Resources, Capabilities, Core Competencies

FORM • **Resources**
Tangible Intangible

• **Capabilities (by Functional Area).**

• **Core Competencies (VRIO).**

• **Financial Performance results.**

• **Details will be needed.**
(You might say "Their physical plant is the most modern and efficient in the industry. It allows them to..." rather than just listing 'Physical Plant' under tangible resources). **CONTENT**

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4. Strategy

FORM • **Business Level Strategy.**

• **Corporate Level Strategy.**

• **International Strategy.**

• **Cooperative Strategy.**

• **State the firm's Generic Bus. level strategy**
(Cost Leadership, Differentiation, Focus)

• **State the firm's Corp. level strategy**
(Conglomerate, Vert. Integration, Single bus.)

• **State the firm's International Strategy**
(Global, Transnational, Multidomestic)

• **Say with whom they have cooperative arrangements & how they benefit the firm.** **CONTENT**

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5. SWOT & Synthesis

FORM
CONTENT

SWOT Synthesis (with SWOT Matrix)

	Strengths	Weaknesses
Opportunities	What strengths allow the firm to uniquely take advantage of opportunities	What weaknesses prevent the firm from taking advantage of opportunities
Threats	What strengths allow the firm to defend against threats.	What weaknesses exacerbate threats to the firm.

How does all that you have said so far fit together.

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6. Criteria, Evaluations & Recommendations

FORM

- Criteria for Evaluation of Recommendation.
- **Recommendation.**
- **Targets and Goals.**
- Evaluation of Recommendation.

- What are the criteria for a good recommendation.
- **Recommend a course of action.**
- **Tell me what you seek to achieve through your recommendations.**
- Evaluate your recommendation based on the criteria.

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7. Implementation

FORM

- **Plan of Action (What to do 1st, 2nd, etc.)?**
- **Are new Organizational Structures & Controls needed (If so, What types?).**
- **Criteria by which we Evaluate Changes.**

- Generate a list actions needed for change and explain your logic for them.
- Evaluate whether new Organizational Controls are needed & if so what types.
- Discuss how we will know whether the change has been effective.

CONTENT

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Writing Good Formulation & Integration-Recommendation-&Implementation Analyses

The Individual Analyses:

- **Formatting:**
 - One and 1/2 spaced (I will check).
 - Page limit is eight pages, excluding cover and citations.
 - NO Table of Contents needed.
 - Min. 12 point Times New Roman with max. .3 compression.
 - Minimum margins of 1 inch or 2.54 centimeters.
- **Tables:**
 - They save space (avoid cut & paste).
 - Short term memory rule: 7 ± 2 for lists.
- **Citations:**
 - Cite in any consistent format; only for quotes & odd facts.
- **Grammar: No incompressible misspelled sentences.**

The course outline says what individual analyses are & when they are due!

The Web Page has a blank analyses with very useful advice.

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For a Good Executive Summary

- **INTRODUCTION**
 - Explain what the firm does.
 - Give a compelling interest to read.
 - Does it note goals of the analysis?
 - Include a recommended strategy.
- **THE PROBLEM / CHALLENGE**
 - Opportunities & threats (competitor, industry and macro environment).
 - Strengths & limitations (resources, capabilities & core competencies).
- **THE SOLUTION**
 - What do you want to the firm to do?
 - What steps need to be taken (logical & appropriate action plan).
 - How soon do we start; with what steps?
 - How will we measure success (criteria by which you evaluate).
- **WHY NOW**
 - Explain external circumstances driving change.
 - Note internal resources for recommendation.
 - Detail the need for why change now.

One page, 11 pt., New Times Roman, 1/2-inch margins, 1.25 spacing

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For a Good Company Synopsis

Groups will write a 5-8 page company synopsis.

- **This is a mini-case to familiarize the rest of the class with the firm your group will analyze.**
 - It will be posted on-line for everyone in class to read.
- **Your synopsis should cover:**
 - Firm history.
 - Environment.
 - Current situation.
 - Main strategic challenges.
- **I will need a Word™ AND a pdf version of your groups' synopsis e-mailed to me in good form.**
 - Without student ID numbers on the cover.
- **There is a link to previous terms synopses on the Groups page of the Business478 Webpage.**

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Other Important Material ★

Your group decides on your meeting software.

When on bb Collaborate have Video On.

Check Canvas often to keep up on assignments intended to keep you current on the material.

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For a Good Presentation ★

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Over the Last Three Classes

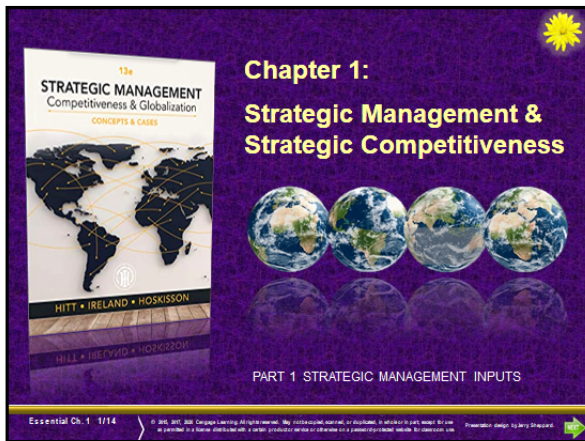
- > A presentation should include all parts of an exec. summary.
 - Evidence all analysis parts were done.
- > Presentations should be about 30 minutes, & 10 mins for ?s.
 - You all present, but its a group grade.
 - Consistent written look so it seems like the group coordinated what's shown.
 - This means the same typeface, same system of typeface sizes & bullets, etc.
 - Minimum 18 point type.
 - Spelling & Grammar count.
- > The Word™ Exec. Summary is due two days after presenting.

Section of report range is 8.8-4.3	Grade	Form	Content
Introduction			
The Problem			
The Solution			
Why now?			
Average			

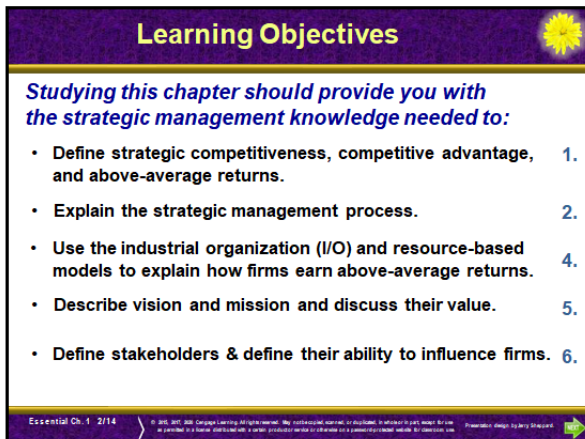
Section of report Grade-range is 8.8-4.3	Covered	Section of report Grade-range is 8.8-4.3	Covered
Mission, Objectives, Goals, Stakeholders	✓	SWOT & Synthesis	✓
General & Industry Environment	✓	Criteria, Measurement, Targets & Evaluation	✓
Resources, Capabilities & Core Competencies	✓	Implementation	✓
Bus., Corp., Co-op. & International Strategies	✓	Remaining Considerations	✓

The Strategic Management Process ★

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Presentations design by Jerry Sheppard



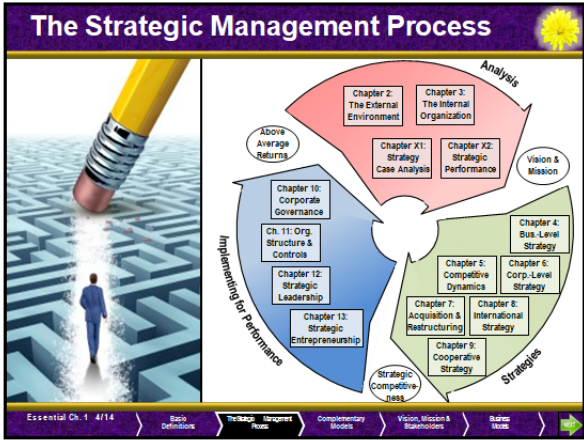
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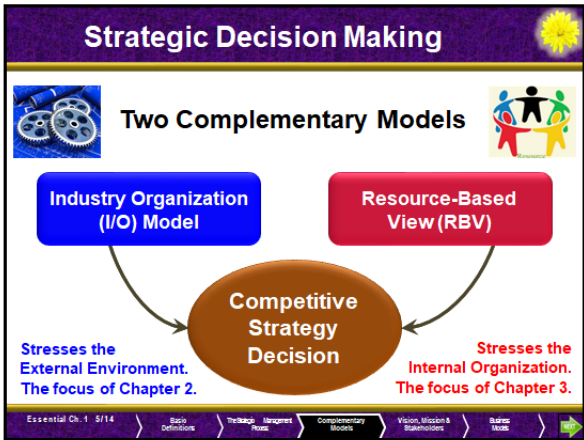
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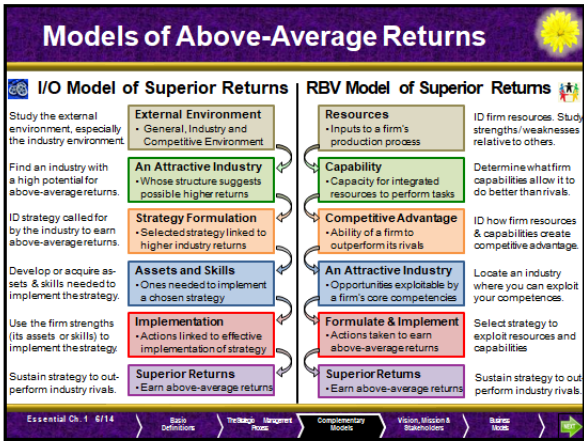
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4



5



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The I/O Model & Its Assumptions

1. The external environment imposes pressures and constraints that determine strategic choices.
2. Similarity in strategically relevant resources causes competitors to pursue similar strategies.
3. Resource differences among competitors are short-lived due to resource mobility across firms.
4. Strategic decision makers behave as rational profit optimizers.

Thus the I/O model is very reliant on the Porter five forces model

Essential Ch. 1 7/14 Basis Definitions Thinking Process Integrates Complementary Models Vision, Mission & Stakeholders Future Issues

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Five Forces Model & Its Assumptions

- Industry profitability (rate of return on invested capital relative to cost of capital) is a function of interactions among the 5 forces.
- Industry attractiveness equates to its profitability potential for earning above-average returns to:
 - Produce standard goods or services at costs below rivals (cost leaders).
 - Or produce differentiated goods or services for which customers are willing to pay a price premium (differentiation).

Essential Ch. 1 8/14 Basis Definitions Thinking Process Integrates Complementary Models Vision, Mission & Stakeholders Future Issues

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The RBV Model & Its Assumptions

RBV Model of Above Average Returns

Resources As Core Competencies

1. Firms acquire different sets of resources.
2. Unique capabilities are based on how firms combine resources.
3. Resources and certain capabilities are not highly mobile across firms.
4. Differences in resources/capabilities are basis of competitive advantage and firm performance, not the industry's structural characteristics.

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Vision Statement

- **A Successful Vision is:**
 - An enduring word picture of what the firm wants to be and expects to achieve in the future.
 - One that stretches and challenges the firm's people.
 - One that reflects the firm's values and aspirations.
 - Most effective when its development includes all stakeholders.
 - One which recognizes the firm's internal organizational and external competitive environments.
 - Supported by upper management decisions and actions.

"Our vision is to be the quality leader in everything we do."

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Mission Statement

- **An Effective Mission:**
 - Specifies business or businesses in which the firm intends to compete & customers it intends to serve.
 - Has a more concrete, near-term focus on current product markets and customers than the firm's vision.
 - Should be inspiring and relevant to all stakeholders.

"Our guiding mission is to deliver superior quality products & services for our customers & communities through leadership, innovation & partnerships."

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Stakeholders

Primary stakeholders
(individuals, groups, and organizations)

Can affect development of the firm's vision and mission

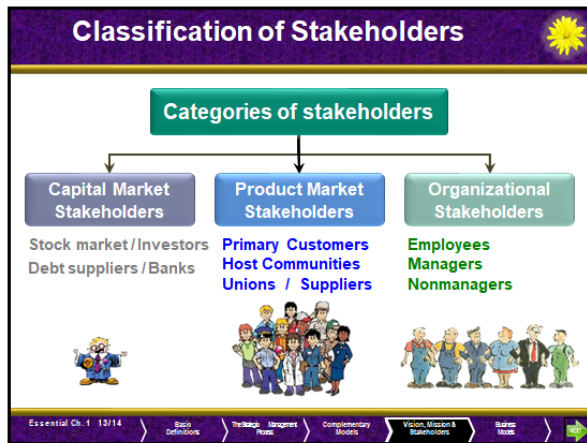
Are affected by the strategic outcomes achieved by the firm

Can have enforceable claims on the firm's performance

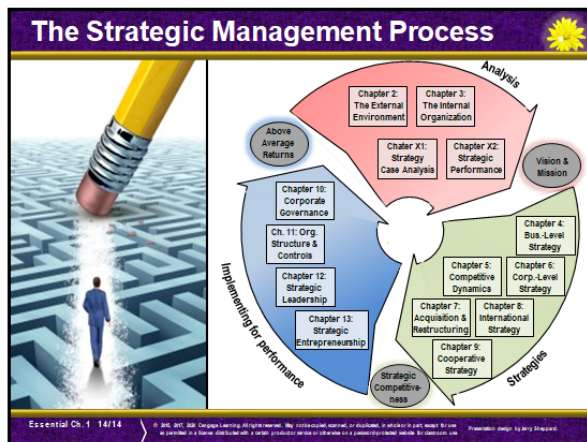
Are influential when in control of critical or valued resources

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