### Strategic Analysis
**BU 959 GA**  
Course Syllabus  
Spring 2003

<table>
<thead>
<tr>
<th><strong>Instructor:</strong></th>
<th>Michael Stoica</th>
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<tr>
<td><strong>Office:</strong></td>
<td>Henderson 310 E</td>
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<tr>
<td><strong>Phone:</strong></td>
<td>(785) 231-1010 x 1592</td>
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<tr>
<td><strong>E-mail:</strong></td>
<td><a href="mailto:zzstoica@washburn.edu">zzstoica@washburn.edu</a></td>
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</table>
| **Meeting Time:** | HC 210  
Thursday  
5:30-8:15 PM |
| **Office Hours:** | Thursday, 4:30-5:30 PM |
| **Optional Materials:** | The Wall Street Journal |
| **Prerequisites:** | Admission to MBA Program |

### Course Description:
Study of approaches for defining, analyzing, and resolving complex strategic problems facing the profit and not-for-profit organization. This course should be taken during the last two semesters of the program and after the completion of most of the upper-level required courses.
Course Objectives:

Business is a game, the greatest game in the world if you know how to play it.
Thomas Watson Sr.

Learning objectives for strategic management:

- Learn how to play the game
- Analysis of both big corporations and mid-sized entrepreneurial companies

Overview case method course designed for students who may be employed as managers or own and operate their own business. The viewpoint is that of the managers (or entrepreneurs) concerned with the start-up, setting objectives, policies, and plans of a new growing enterprise. Real life cases of actual firms will be analyzed and strategic plans will be developed.

Specific objectives:

1. To develop conceptual skills so that the student is able to integrate previously learned aspects of corporations
2. To develop a framework of analysis to enable the student to identify central issues and problems in complex, comprehensive cases, to suggest alternative courses of action, and to present well-supported recommendations for future action
3. To develop the skill of analyzing business problems from the standpoint of a management consulting team called in by the management to analyze the firm
4. To develop the ability to view business organization as a system consisting of interrelated functions.
5. To understand and be sensitive to ethical issues. Ethics and Social Responsibility will represent major subject matters in this class.
6. To provide the opportunity to apply theoretical knowledge in the solution of management/entrepreneurship policy problems.
7. To learn about the methodology of problem solving and to apply case analysis techniques.
8. To become part of a team in which each participant is to analyze as a different major and for the students to become aware of the thinking of specialists in fields other than his/her own.
9. To learn about techniques of observation (interviewing, analysis of business record, accounting analysis, etc.) and to practice the techniques of observation.
10. To learn how to prepare a report of observations and to orally present some of these observations
**Topic Outline:** see course calendar

**Disclaimer:** see course calendar

**Attendance:**

Class attendance is mandatory. Class participation is graded (20 percent of the final grade)

**Homework:**

Progress reports (see course calendar)
Support reports (see course calendar)
Project: Final Case Analysis

**General guidelines for case reports:**

**Written presentation:**

⇒ Page 1: Outline


⇒ Endnotes. Short bibliography.

⇒ Extra pages: Appendices (tables, charts, graphs).

*Note:* If your team member is not pulling his or her weight, do not wait until the end of the course to let me know.
Additional suggestions:

⇒ Submit single-spaced page for page 1 (Executive Summary).
⇒ Submit double-spaced pages for body of report (Times New Roman 12, 1 inch margins).
⇒ Examine data and information through search engines available.
⇒ Use quotation marks and cite sources in endnotes. Do not copy sources without citation.
⇒ Paginate report.
⇒ Divide report into sections and sub-sections.
⇒ Use the computer center to examine the data and information available in Washburn and other academic libraries.
⇒ The Academy of Management is publishing the Executive, free for members. Apply for membership.

Class Participation:

Be prepared to answer the questions in the assignments during class. Ask questions via e-mail or in class. Prepare with care the in-class presentations and term paper assignments. Do well on the examination. Stop by the office during office hours for a progress report.

Literate questions during class count as a plus. The lack of class participation counts as a minus. Therefore, try not to miss class. Let me know via e-mail when you will be absent. One absence raises no questions; more absences raise questions. Peer rating (for group papers) counts as one third of the presentation grade.

Note: After the first examination and the first paper, students with less than an 80 average must make an appointment to discuss ways in which to improve performance.
Examinations: A mid-term exam, support reports for selected case, progress report (on the final case) and the final projects. The final case analysis counts as the final exam.

Make-up Policy: Deadlines are mandatory. No make-up presentation is possible. (see course calendar)

Grading:

<table>
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<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Examination</td>
<td>20%</td>
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<tr>
<td>Comprehensive case. Final report</td>
<td>30%</td>
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<tr>
<td>Class presentations</td>
<td>30%</td>
</tr>
<tr>
<td>Class participation</td>
<td>20%</td>
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Method of Instruction:

- Lectures on the Case Analysis Techniques
- Analysis of selected cases
- Lectures on criteria for analysis
- Presentation of reports
- Manager/Entrepreneur speakers
- Video presentations
**Students With Disabilities:**

Students with disabilities may identify themselves voluntarily to the Services for Students with Disabilities Office [SSWDO] to request accommodations. The office is responsible for assisting in arranging accommodations and for identifying resources on campus. New requests for accommodations should be submitted two months or more prior to the date services should begin; however, check with SSWDO as soon as a need arises.

Location: Morgan Hall, Room 150
Phone: 785-231-1010, x 1629
TDD: 785-231-1063

**Academic Misconduct:**

All students are expected to behave ethically in class. In this regard, you should be aware of the definition of academic misconduct at Washburn University:

Academic misconduct by a student shall include, but not be limited to, disruption of classes, giving or receiving unauthorized aid on examinations or in the preparation of notebooks, themes, reports or other assignments, or knowingly misrepresenting the source of academic work.

For a complete copy of the Academic Impropriety Policy, contact the office of the Vice President for Academic Affairs, Morgan 270.

**Advising Services:**

As a Washburn student, you may experience difficulty with issues such as studying, personal problems, time management, or choice of major, classes, or employment. The Center for Learning and Student Success or CLASS (counseling, testing, learning assistance, career services, academic advising) is available to help students. If you need someone with whom to discuss an issue confidentially and free of charge, contact:

CLASS in Morgan 122, 231-1010, ext. 1299
zzdpclas@washburn.edu
**www.washburn.edu/services/class**
CASE ANALYSIS TECHNIQUE

Phase I

A. **Introduction, Background and History of the Firm**

B. **Strengths of the firm** (particular advantages it enjoys)
   - patent
   - unique product or service
   - strategic location
   - strong financial position
   - low costs

C. **The critical factor** (the main problem confronting the firm):
   - Emergency, major, long-run
     1. Symptoms – indicators
     2. Possible causes – reasons for current condition

D. List and description of **subordinate factors** (includes all other problems confronting the firm)

E. **Research**
   1. Theoretical references or principles associated with problem area(s) – often more than one may apply. Examples:
      - Centralization
      - Span of control
      - Market penetration
      - Inelastic demand

   **Development of these conceptual principles should include an in depth description, presentation, and expanded discussion of all relevant principles as well as quotes from sources (cite author, source, and date)**

   2. **Industry references** (2 minimum). This includes information on the particular industry of the company, its competitive position, ratio analysis, and background. Trade or reference manuals (Standard and Poor, Moody’s, etc.)

CASE ANALYSIS TECHNIQUE (continued)

Phase II

F. **Step-by-step Plan of Action** to remove or reduce critical factor.
   - Development of alternative plans – ranking and evaluation of alternatives
   - Each recommendation or alternative chosen must be specific and have a timetable as well as realistic resource commitments (examples: cost, manpower, space utilization, etc.) necessary to implement the plan
   - Normative positions should be defined (i.e., where should the company be on each issue)

G. **Selection of Target Criteria for Success** of action to reduce critical factor. Examples:
   - Increase in sales
   - Turnover of stock
   - Liquidity
   - Market share
   - Turnover
   - Absenteeism
   - Customer satisfaction
   - Rejection or return rates

H. **Person Responsible for reducing or coordinating reduction of critical factor** (person implementing the plan)

I. **Person Responsible for the evaluating success** of the change effort (person overseeing the changes – person or group formulating new policy)

J. **New Problems Anticipated** during and after solution has been successfully carried out. What is the outlook for this company?
   - Discussion of long-run implications
   - Anticipation of further changes after implementation
   - Threats
   - Opportunities
<table>
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<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Assignment</th>
<th>Comments</th>
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<tbody>
<tr>
<td>2</td>
<td>January 30</td>
<td>The strategic management process The three strategy-making tasks: vision, objectives, strategy</td>
<td>Chapter 1, Chapter 2</td>
<td>Bring to class strategic management issues and share them with your colleagues at the beginning of each class meeting</td>
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<tr>
<td>3</td>
<td>February 6</td>
<td>Competitive analysis Company resources and competitive capabilities (big vs. small companies)</td>
<td>Chapter 3, Chapter 4</td>
<td>Progress Report Short presentations on the final report case (each team has 5 min.)</td>
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<tr>
<td>4</td>
<td>February 13</td>
<td>Competitive analysis Competing in Globalizing Markets Case: The Global Wine Industry: A U.S. Perspective</td>
<td>Chapter 3, Chapter 4, Chapter 5, Chapter 6</td>
<td>Progress Report</td>
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<td>5</td>
<td>February 20</td>
<td>Business Models and Strategies Case: eBay vs. Amazon.com</td>
<td>Chapter 6, Chapter 7</td>
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<td>6</td>
<td>February 27</td>
<td>Sustainable competitive advantage for corporations and entrepreneurial businesses. Is there a difference? Case: Starbucks Corporation</td>
<td>Chapter 5</td>
<td>Support Report</td>
</tr>
<tr>
<td>7</td>
<td>March 6</td>
<td>Meet the Clients</td>
<td>Research Information</td>
<td>Work on your case</td>
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<tr>
<td>10</td>
<td>March 13</td>
<td>Matching strategy to a company’s situation Managing growth Case: Kaw Valley Bank, Topeka, Kansas.</td>
<td>Chapter 5, Chapter 6, Chapter 8, Chapter 10</td>
<td>Progress Report Guest Speaker: Chairman of the Board and Owner of Kaw Valley Bank</td>
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<td>8</td>
<td>March 20</td>
<td>Spring Break</td>
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<td>9</td>
<td>March 27</td>
<td>Strategy crafting and evaluation Managing growth. Ethics and Social Responsibility Case: TBA</td>
<td>Chapter 7, Chapter 8</td>
<td>Guest Speaker</td>
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### Course Calendar

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<th>Topic</th>
<th>Assignment</th>
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<tr>
<td>11</td>
<td>April 3</td>
<td>Mid-Term Exam</td>
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<td>Work on your case</td>
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<tr>
<td>12</td>
<td>April 10</td>
<td>Implementing strategy: resources culture and leadership</td>
<td>Chapter 11</td>
<td>Short presentations on the final report case (each team has 5 min.)</td>
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<td>Case: Robin Hood</td>
<td>Chapter 12</td>
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<td>Final Report Requirements</td>
<td>Chapter 13</td>
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<td>Presentation Requirements</td>
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<td></td>
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<td>(Class discussion)</td>
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<td><strong>Oral</strong></td>
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<td><strong>Written</strong></td>
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<tr>
<td>13</td>
<td>April 17</td>
<td>Case Analysis Teams 1 and 2</td>
<td>Team presentation</td>
<td>45 min. class discussion per report</td>
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<td>(30 min.)</td>
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<tr>
<td>14</td>
<td>April 24</td>
<td>Case Analysis Teams 3 and 4</td>
<td>Team presentation</td>
<td>45 min. class discussion per report</td>
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<td>(30 min.)</td>
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<td>15</td>
<td>May 1</td>
<td>Case Analysis Teams 5 and 6</td>
<td>Team presentation</td>
<td>45 min. class discussion per report</td>
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<td>(30 min. per team)</td>
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<tr>
<td>16</td>
<td>May 8</td>
<td>Case Analysis Teams 7 and 8</td>
<td>Team presentation</td>
<td>Final written case analysis is due</td>
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<td></td>
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<td>(30 min.)</td>
<td>45 min. class discussion per report</td>
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There is no final exam