

COMPETITIVE STRATEGY ANALYSIS

Course Introduction

Overview	<p>This course is for those interested in gaining an understanding of necessary steps / tools required to develop a successful value creating strategy in an organization. Students will gain practice in analyzing various competitive situations and answering following questions fundamental to the Strategic Management process:</p> <ul style="list-style-type: none"> • Where are we now? SITUATION ANALYSIS (internal/external factors) • Where do we want to be? SETTING OBJECTIVES, VISION • How do we get there? STRATEGY CREATION
Topics	<p><u>Module 1:</u> (2 sessions) Basic learning - Strategy/how competitive forces shape competition</p> <p><u>Module 2:</u> (4 sessions) Tool building - Competitive strategy/Competitive advantage – one industry</p> <p><u>Module 3:</u> (3 sessions) Tool building - Corporate strategy/Multi-industry strategy & synergy effect</p> <p><u>Module 4:</u> (2 sessions) Application - Real world team project/consulting project</p> <p>Other topics and tools introduced:</p> <ul style="list-style-type: none"> • Industry Analysis Framework (5-forces analysis) • 3C and 5C analysis • SWOT (strengths / weakness; opportunities / threats) • TOWS analysis for generating strategic alternatives • Value chain • Sustainable Competitive Advantage • Porter's Generic Strategies
In-Class	<p>This highly interactive course combines short lectures with practical in-class activities (individual, team presentations and group projects) and business school cases to facilitate understanding of the concepts introduced. For the final assignment, students will analyze the competitive factors facing a company and make a strategy recommendation using the concepts and tools introduced in the course.</p>
Learning	<p>Course fosters a wide range of professional skills/tools required to develop business strategy. Also, students will gain a better understanding of all functional areas of business (finance, marketing, etc) and how they interact to give a company a competitive advantage. Students will also push-up their critical thinking and decision-making ability, together with their ability to persuasively present their ideas in an active business English environment.</p>
Class Time	<p>Thursdays 19:00 – 21:40 Saturdays 10:00 – 12:40 *11 weekly sessions</p>
Instructor	<div data-bbox="373 1861 560 2069" data-label="Image"> </div> <p>Nigel Denscombe Denscombe Corporation http://www.denscombe.co.jp/2010/CEO_profile.html</p>

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Course Syllabus

MODULE 1 Sessions 1-2	HOW COMPETITIVE FORCES SHAPE COMPETITION
Week1	Course introduction/strategy overview Strategy Overview 1: What is strategy? Finance Basics! Group project: Choose Japanese company and make some comments about its strategy
Week2	HBS Case: <u>GE's Two-Decade Transformation: Jack Welch's Leadership</u> Group project: Describe/evaluate key elements of GE strategy under Jack Welch
MODULE 2 Sessions 3-6	COMPETITIVE STRATEGY – SINGLE INDUSTRY COMPETITION
Week3	Competitive Strategy / Industry Analysis HBS Case Extracts: <u>Apple Computer – 2002</u> Group Project: Analyze PC INDUSTRY in 2002 and present results to class
Week4	Competitive Strategy and Building Sustainable Competitive Advantage? Situational Analysis – SWOT HBS Case: <u>Apple Computer – 2004</u> Group Project: Analyze Apple's strategy / evaluate future sustainability (SWOT analysis, etc)
Week5	Competitive Strategy: Business Model/Industry Evolution Strategy Formulation - TOWS analysis guidelines HBS Case: <u>Matching Dell: IBM, Compaq and HP respond</u> Group Project: Evaluate Compaq/IBM strategy response to Dell business model
Week6	Competitive Strategy: Business Model/New Technology Stanford Case: <u>Amazon.com: Marching toward profitability</u> Prepare TOWS analysis for Amazon.com
MODULE 3 Sessions 7-9	COMPETITIVE STRATEGY TO CORPORATE STRATEGY
Week7	Competitive Advantage to Corporate/Multi-Industry Strategy Group Project: Analyze corporate strategy for Japanese company (teams choose target)
Week8	Corporate Strategy: Diversification/M&A/Synergy/Value Chain HBS Case: <u>Wal-Mart in 2002</u> Group Project: Determine corporate / competitive strategy for Wal-Mart to succeed in the Japan market
Week9	Corporate Strategy: Restructuring/Downsizing/Leadership HBS Case: <u>Nissan Motor Company</u> Group Project: Analyze Nissan 2000 restructuring plan: Recommend changes
MODULE 4 Session 10-11	FROM CLASS TO REAL WORLD – CONSULTING PROJECT
Week10 Week 11	2-week Consulting Project: (Week 10: Information Gathering/Situation Analysis) Group Project: Develop strategy recommendation for Japan client (you choose) PRESENTATION: Team presentation on Situation Analysis
Week11	FINAL GROUP PRESENTATIONS Group Project: Develop strategy recommendation for Japan client (you choose) PRESENTATION: Final presentation on strategy recommendation for Japan client