

Brief Course Outline

Course Title: Strategic Management

Course Number and Section:

MOS

4410A 551

Instructor Name(s): Clarence Michael Borja

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Disclaimer: Information in the brief course outline is subject to change. The syllabus posted on OWL is the official and authoritative source of information for the course.

Course Description:

This course examines how organizations succeed in reaching their goals through design and implementation of novel approaches and techniques that generate competitive advantage. Success in the marketplace is achieved by a balancing of formal processes and spontaneous creativity of the people that make up the organization, which manifest in the form of true innovation. This course will practice traditional strategic analysis together with taking on the role of “futurist” in analyzing each case organization industry – where it’s going, where it will end up, and what can be done to be on the top of each wave of innovation. Looking at strategy development and execution from a multi-dimensional perspective, this course will address the analyses and resulting decisions undertaken to capitalize on opportunities. The source of these opportunities will be revealed to be an optimization of firm people, processes, technologies, governance, and partnerships, operating with common objectives to lead in a competitive landscape today and tomorrow.

Learning Outcomes:

1. Learn about competitiveness of firms and markets
2. Gain knowledge of how to conduct an intrernal and external analysis of an organization
3. Understand the format, use and application of important strategic management models and frameworks
4. Appreciate the complexity of innovation and long-term planning for industry actors within ever-changing contexts
5. Comprehend the differences in developing and applying strategy at different levels within the firm and across different geographies

Textbooks and Course Materials:

Strategic Analysis and Action (10th Edition) Mary M. Crossan et al, Pearson Education Canada, 2016, ISBN: 9780136473152 Cost: eTextbook - \$67.99

Course case for purchase at: www.iveycases.com; Cost: \$5.45 x 12 case = \$65.40
Strategic Analysis and Action (10th Edition) Mary M. Crossan et al, Pearson Education Canada, 2016, ISBN: 9780136473152

Methods Of Evaluation:

Assignment	Due Date mm/dd/yy	Weight - %
In-class Application of Activities Participation/Contribution/Attendance/Peer Evaluation	On-going	15
Application Activities, Assignment and Discussion Weekly case presentation w/team Posts (in D2L)	On-going	25
Country Analysis (Due Week 8)	Week 8	20
Group Competitive Industry Project (in D2L specific component deadlines)&Presentation Due: Week 11	Week 11	15
Mid Term Exam (Case Analysis) Due Week 9	Week 9	20

In solidarity with the Anishinaabe, Haudenosaunee, Lūnaapéewak, and Chonnonton peoples on whose traditional treaty and unceded territories this course is shared.

Monday, August 18, 2025