

Brief Course Outline

Course Title: **Strategic Management for MOS**

Course Number and Section:

MOS

4410A 550

Instructor Name(s): Prof. Jan A.C. Klakurka, C.Dir., CA, CPA, MBA (Ivey),
CMC, Dip.WSET, APF

Instructor Email(s): jklakurk@huron.uwo.ca

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:

Learn about competitiveness of firms and markets

Gain knowledge of how to conduct an internal and external analysis of an organization

Understand the format, use and application of important strategic management models and frameworks

Appreciate the complexity of innovation and long-term planning for industry actors within ever- changing contexts

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

Case package link on course outline to be posted on Brightspace
Approximate Course Costs - \$165.00

Methods Of Evaluation:

Assignment	Due Date mm/dd/yy	Weight - %
Class Participation	Daily	20
Case Summaries	Daily	20
Global Country Analysis	10/17/2025	15
Group Competitive Strategy Development Report	12/05/2025	20
Final Take-Home Case Exam	Exam Season - TBD by Exam Centre	25

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

Monday, August 11, 2025