

Brief Course Outline

Course Title: Strategic Management

Course Number and Section

MOS

4410B 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 Brightspace 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: one outcome per entry

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: one assignment per entry

Assignment	Due Date mm/dd/yy	Weight - %
In-class Application of Activities Participation/Contribution/Attendance		15
Application Activities, Assignment and Discussion Weekly case presentation w/team Posts (in D2L)		25
Country Analysis (Due Week 8)		20
Group Competitive Industry Project (in D2L specific component deadlines) &Presentation Due: Week 11		15
Mid Term Exam (Case Analysis) Due Week 9		20
Peer Evaluation for Group Competitive Project Due: Week 12		5

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

Monday, December 22, 2025

Huron Brief Course Outline

In-course Costs

\$067.99

For Textbooks and Course Materials (below), you are required to include the cost of each textbook or other learning material.

Note whether there are any restrictions that would prevent a student from using a second-hand copy. Here is some suggested text:

- Required textbook: [author, title, edition, publisher, date]. Cost: [insert amount].
 - Or include the weblink of the textbook's publisher site that includes the cost information.
- Students need to purchase this edition. Second-hand or older editions will not be sufficient.
- OR Students are welcome to purchase second-hand or earlier editions of this textbook.
- This course has an optional field trip that costs [insert amount].
- This course has a required field component that costs [insert amount].