

Grande Prairie Regional College
Department of Arts, Commerce and Education
Course Outline
Accounting 356 (3)
Strategic and Competitive Analysis
Fall 2002

Instructor: Ken Riley
Office: C307
Office hours: T & Th. 10 – 11:30am or by appointment
Telephone: 539-2017
E-mail: kriley@gprc.ab.ca

Time and Place: Monday & Wednesday
8:30 – 10:00
B207

Course Description:

This course explores the process of setting direction (strategy) and developing a competitive position for a firm in an industry. It covers industry analysis, competitor analysis, and the development of competitive advantage. A key area taught is strategic cost management using value chain analysis. Planning and budgeting are also examined.

Prerequisites:

AU ACCT 355. (MKTG 396 is recommended but not required) or
GPRC AC 3220 or
GPRC 2140 or
Equivalents

Course Content:

This course focuses on long-term management decisions: the structuring of the firm within an industry, the development of the best-cost structure for the firm and the development and implementation of the strategic plan. It will assist in developing a strategic perspective of competitors, potential competitors, and opportunities in the competitive environments.

Topics to be covered in this course will include:

- Industry Analysis
- Competitor Analysis
- Industry Characteristics
- Strategic Cost Management

- ❑ Cost Drivers
- ❑ Long-range Planning
- ❑ Budgeting

Classroom work will include lectures and discussion of required topics and other selected material. Students are expected to have read all assigned material before coming to class and to participate fully in their discussion and analysis.

Course Materials: The required text for this course is:

Athabasca University Course package.

Other readings may be assigned as appropriate.

Evaluation: The grading system employed in this course will be:

Course Assignment	40%
Midterm Examination	20%
Final Examination	30%
Participation	10%

Major Assignment:

Each student is expected to complete the assignment as described in the Student Manual.

Midterm Examination:

A midterm examination is scheduled for the week of October 21, 2002.

Final Examination:

A final examination will be held with time and place to be announced.

Participation:

To enhance the learning objectives of the course, each student is expected to present a part of the course material in class. In addition, each student is expected to have read all the assigned material and completed any assignments. Marks will be based on the presentation and on the general contribution made to the class by the student; note that both quantity and quality of the contribution will be assessed.

(Please note that the instructor reserves the right to change the course outline during the year in order to meet changing circumstances.)

COURSE TIMELINES

September 2:	General Introduction
September 9:	Lesson 1: Accounting, Business and Competitiveness
September 16:	Lesson 2: Industry Analysis
September 23:	Complete Lesson 2 and select your organization for the Course Assignment
September 30:	Complete Lesson 3: Competitor Analysis
October 7:	Complete Lesson 4: Exploring Industry Characteristics
October 14:	Complete Lesson 5: Strategic Cost Management I Submit a draft of your Course Assignment
October 21:	Midterm Examination Continue working on your Course Assignment
October 28:	Complete Lesson 6: Strategic Cost Management II
November 4:	Complete Lesson 7: Strategic Positioning Submit a draft of your Course Assignment
November 11:	Complete Lesson 8: What Drives Costs
November 18:	Complete Lesson 9: Implementation of the Strategic Plan: Long-range Planning
November 25:	Complete Lesson 10: Budgeting Submit Course Assignment
December 2:	Course Review and Preparation for Final Examination
Final Exam:	To be announced later.