

**Grande Prairie Regional College**  
**Department of Arts, Commerce and Education**  
**Course Outline**  
**Accounting 356 (3)**  
**Strategic and Competitive Analysis**  
**Fall 2003**

**Instructor:** Ken Riley  
Office: C307  
Office hours: T & Th. 10 – 11:30am or by appointment  
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**Time and Place:** Tuesday & Thursday  
14:30 – 15:00  
B302

**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 or equivalent

**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 materials 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.

Readings books on reserve:

Morse, Davis & Hartgraves (MDH), Management Accounting, A Strategic Approach, Thomson, 2003.

Fleisher & Bensoussan (F&B), Strategic and Competitive Analysis, Prentice Hall, 2003.

Young, Readings in Management Accounting, 3<sup>rd</sup>. Ed. Prentice Hall, 2001.

Other required books:

Garrison et. al., Managerial Accounting, 5<sup>th</sup> Cdn. Ed., McGraw Hill, 2001.

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

Course Assignment .....	30%
Case Assignments (2).....	10%
Midterm Examination .....	20%
Final Examination .....	30%
Participation .....	10%

*Course Assignment:*

Each student is expected to complete the assignment as described in the Student Manual. It is highly recommended that two students work together to complete one paper. It is also recommended that you select a publicly traded company to study. Hints on desirable characteristics for which to scan will be discussed in class. Other companies may be studied but need to be approved by the instructor in advance.

*Case Assignments:*

Two cases will be assigned for hand-in during the year. It is highly recommended that two students work together to complete one case analysis.

*Midterm Examination:*

A midterm examination is scheduled for the week of October 20, 2003.

*Final Examination:*

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

*Participation:*

Each student is expected to have read all the assigned material and completed any assignments prior to the class. Marks will be based on the general contribution made to the class by the student; note that both quantity and quality of the contribution will be assessed.

## COURSE TIMELINES

Week of:		Porter	S&G	Other:
<b>September 3:</b>	General Introduction			
<b>September 8:</b>	Lesson 1: Accounting, Business and Competitiveness Lesson 2: Industry Analysis	1,2		Lesson notes
<b>September 15:</b>	Lesson 2: cont'd.	6 - 8		
<b>September 22:</b>	Complete Lesson 3: Competitor Analysis Select your organization for the Course Assignment	3,4		
<b>September 29:</b>	Complete Lesson 4: Exploring Industry Characteristics	9,10,11,13		
<b>October 6:</b>	Complete Lesson 5: Strategic Cost Management I <b>Submit an outline/draft of your Course Assignment</b>		1 – 3	Young: #1.2, #6.3
<b>October 13:</b>	Lesson 5: Cont'd. <b>Hand-in: Case #1</b>			
<b>October 20:</b>	<b>Midterm Examination</b> Complete Lesson 6: Strategic Cost Management II		4 - 5	MDH pp. 171-184, F&B Ch.9
<b>October 27:</b>	Lesson 6: Cont'd.			
<b>November 3:</b>	Complete Lesson 7: Strategic Positioning		6 – 8	
<b>November 10:</b>	Complete Lesson 8: What Drives Costs <b>Hand-in: Case #2</b>		9 – 14	MDH pp. 380-391
<b>November 17:</b>	Balanced Scorecard <b>Submit a draft of your Course Assignment</b>			Garrison p. 495-504 Young #10.1
<b>November 24:</b>	Complete Lesson 9: Implementation of the Strategic Plan: Long-range Planning			Lesson notes
<b>December 1:</b>	Complete Lesson 10: Budgeting <b>Submit Course Assignment</b>			Lesson notes
<b>December 8:</b>	Course Review and Preparation for Final Examination			
<b>Final Exam:</b>	<b>To be announced later.</b>			

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