

Grande Prairie Regional College
Department of Arts, Commerce and Education
Course Outline
Accounting 356 (3)
Strategic and Competitive Analysis
Fall 2004

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
B304

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
- Internal Analysis
- Strategic Cost Management
- Value Chain Analysis
- Cost Drivers
- Long-range Planning
- Budgeting
- Balanced Scorecard

Classroom work will include lectures and discussion of required topics and other selected material and exercises. 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:

Fleisher & Bensoussan (F&B), Strategic and Competitive Analysis, Prentice Hall, 2003.
Young, Readings in Management Accounting, 3rd. Ed. Prentice Hall, 2001.

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

Course Assignment	35%
Case Assignment.....	5%
Midterm Examination	20%
Final Examination	30%
Participation	10%

Course Assignment:

Each student is expected to complete the assignment as described in the Student Manual and discussed in class. 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 Assignment:

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

Midterm Examination:

A midterm examination is scheduled for the week of October 18, 2004

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
September 6:	General Introduction			
September 13:	Lesson 1: Accounting, Business and Competitiveness Lesson 2: Industry Analysis	1,2		Lesson notes F&B: 6
September 20:	Lesson 2: cont'd. Submit the name of your organization for the Course Assignment with reasons	6 - 8		F&B: 7
September 27:	Complete Lesson 4: Exploring Industry Characteristics	9,10,11,13		
October 4:	Complete Lesson 3: Competitor Analysis Submit an outline/draft of your Course Assignment	3,4		F&B: 11
October 11:	Internal Analysis			F&B: 14
October 18:	Midterm Examination Complete Lesson 5: Strategic Cost Management I		1 – 3	Young: #1.2, #6.3
October 25:	Lesson 5: Cont'd.			
November 1:	Hand-in Case Complete Lesson 6: Strategic Cost Management II.		4 - 5	F&B: 9
November 8:	Lesson 6: Cont'd Submit a draft of your Course Assignment			
November 15:	Complete Lesson 7: Strategic Positioning		6 – 8	
November 22:	Complete Lesson 8: What Drives Costs		9 – 14	
November 29:	Complete Lesson 9: Implementation of the Strategic Plan: Long-range Planning Submit final Course Assignment			Lesson notes
December 6:	Complete Lesson 10: Budgeting/Balanced Scorecard Course Review			Lesson notes
Final Exam:	To be announced later.			

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