

**CASE STUDY ANALYSIS
BUS 455
GLOBAL STRATEGIC MANAGEMENT**

OVERVIEW	Historical Background Present Situation
MISSION STATEMENT	Basic Product or Service Primary Market Principal Technology Survival, Growth, Profitability Company Philosophy Public Image Company Self-Concept Customer Satisfaction Concern for Quality
LONG TERM OBJECTIVES	Profitability Productivity Competitive Position Employee Development Employee Relations Technological Leadership Public Responsibility
EXTERNAL ANALYSIS	<u>Remote Environment</u> Economic Factors Social Factors Political-Legal Factors Technological Factors Ecological Factors <u>Industry Environment (Contending Forces)</u> Threats of Entry Powerful Suppliers Substitute Products Rivalry <u>Operating Environment</u> Competitive Position Customer Profiles Suppliers Creditors Human Resources
INTERNAL ANALYSIS	<u>Situational Analysis - SWOT</u> Strengths Weaknesses Opportunities Threats
MAJOR ISSUES	Identify Problems/Challenges
ALTERNATIVES	Identify Evaluate Recommend

STRATEGIES

Generic Strategies

Overall Cost Leadership

Differentiation

Focus

Grand Strategies

Concentrated Growth

Market Development

Product Development

Innovation

Horizontal Integration

Vertical Integration

Concentric Diversification

Conglomerate Diversification

Turnaround

Divestiture

Liquidation

Joint Ventures

Strategic Alliances

Consortia

IMPLEMENTATION

Short-Term Objectives

Functional Tactics

Production/Operations

Marketing

Accounting/Finance

Research & Development

Human Resource Management Policy

Organizational Structure

Functional

Geographic

Divisional

Strategic Business Unit

Matrix

Organizational Leadership

Organizational Culture

Reward Systems

Control Systems

Strategic Controls

Premise

Implementation

Strategic Surveillance

Special Alert

Operational Controls

Budgets

Scheduling

Key Success Factors

Continuous Improvement

CONCLUSION

REFERENCES

(For Written Analysis)

STRATEGIC PLAN COMPONENTS

INTRODUCTION

HISTORICAL BACKGROUND

Country
Particular Industry in Country
Particular Business

PRESENT SITUATION

MISSION STATEMENT

Basic Product or Service
Primary Market
Principal Technology
Survival, Growth, Profitability
Company Philosophy
Public Image
Company Self-Concept
Customer Satisfaction
Concern for Quality

EXTERNAL ANALYSIS

Remote Environment

Economic Factors
Social Factors
Political-Legal Factors
Technological Factors
Ecological Factors

Industry Environment

Contending Forces
 Threats of Entry
 Powerful Suppliers
 Substitute Products
 Rivalry
Industry Boundaries
Industry Structure
 Concentration
 Economies of Scale
 Product Differentiation
 Barriers to Entry

Operating Environment

Competitive Position
Customer Profiles
Suppliers
Creditors
Human Resources

Analysis of Remote/Industry/Operating Environments

**COMPANY PROFILE/
INTERNAL ANALYSIS**

Situational Analysis - SWOT
 Strengths
 Weaknesses
 Opportunities
 Threats

Functional Analysis

Marketing
Financial & Accounting
Production, Operations, Technical
Personnel
Quality Management
Information Systems
Organization & General Management

(Optional)

Value Chain Analysis

Primary Activities & Costs
Support Activities & Costs

(Optional)

Financial Analysis

	<ul style="list-style-type: none"> Balance Sheet Income Statement Financial Ratios <ul style="list-style-type: none"> Liquidity Leverage Activity Profitability
	<u>Analysis of Company Environment</u>
LONG-TERM OBJECTIVES	<ul style="list-style-type: none"> Profitability Productivity Competitive Position Employee Development Employee Relations Technological Leadership Public Responsibility
STRATEGIES	<u>Generic Strategies (Optional)</u> <ul style="list-style-type: none"> Overall Cost Leadership Differentiation Focus <u>Grand Strategies</u> <ul style="list-style-type: none"> Concentrated Growth Market Development Product Development Innovation Horizontal Integration Vertical Integration Concentric Diversification Conglomerate Diversification Turnaround Divestiture Liquidation Joint Ventures Strategic Alliances Consortia
	<u>Analysis of Selected Strategies</u>
STRATEGIC IMPLEMENTATION	<u>Action Plans</u> <u>Short-Term Objectives</u> <u>Functional Tactics</u> <ul style="list-style-type: none"> Production/Operations Marketing Accounting/Finance Research & Development
STRATEGIC INSTITUTIONALIZATION	<u>Human Resource Management Policies</u> Organizational Structure (Inc. Proposed Org. Chart) <ul style="list-style-type: none"> Functional Geographic Divisional Strategic Business Unit Matrix <u>Organizational Leadership</u> <ul style="list-style-type: none"> Assignment of Key Managers <u>Organizational Culture</u> <ul style="list-style-type: none"> Strategy-Culture Relationship <u>Reward Systems</u>
STRATEGIC CONTROL	<u>Strategic Control Systems</u>

Premise Control

Implementation Control

Strategic Surveillance

Special Alert Control

Operational Control Systems

Budgets

Scheduling

Key Success Factors

Continuous Improvement

Analysis of Implementation, Institutionalization, &
Control Components

CONCLUSION

APPENDIX

REFERENCES