

# Texas Executive Education

The University of Texas at Austin **McCombs School of Business**

800.409.3932 |

ExecEd@mcombs.utexas.edu | [www.mcombs.utexas.edu/ExecEd](http://www.mcombs.utexas.edu/ExecEd)



## Strategic Management

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This program is designed to acquaint managers with the basics of strategic thinking and strategic analysis as it is practiced. It is intended to enhance strategic capabilities of both line and staff managers. In addition to showing how various tools and techniques that are commonly employed in strategic analysis are employed, the emphasis in the course will be on acquiring an understanding of the economic forces that underlie successful strategic actions, on understanding how to perceive products, processes, firms and industries in a strategic manner, and on how to think strategically and globally.

We will cover the key elements of strategy as exemplified by Michael Porter's approach to industry analysis (the approach that currently dominates strategy). The various levels of strategy in an organization will be defined, illustrated and discussed. A general outline of the strategy process will be examined and Porter's five forces analysis will be explained. We will also introduce the traditional economic factors that underlie strategy, including economies of scale and scope, and the experience curve. The concept of generic strategies will be examined and related to the value chain and then discussed in terms of a variety of examples. The session will conclude with an in-depth discussion of the strategic performance of a firm that is about to achieve dominance of its industry.

The evolution of market structures will be examined to give you a deeper understanding of how industries and competitors evolve. Different types of competitors and their competitive strategies will be identified. You will also explore the connection between the speed of product development and life cycles to organization, strategy and marketing issues as it applies to all industries. The focus will be on how the organization and the marketplace differ for various lengths of technology cycles, and you will discuss how industries and firms are affected when technology cycles shorten. Finally, the economies of the U.S., Germany and Japan, and by extension the Americas, Europe and Asia, will be scrutinized. A historical and current perspective will be presented, as well as a look into the next 10 years.

## Topics

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- Sustainable advantage and competitive dynamics
- Strategy Formulation
- Evolution of Market Structures
- Technology and Organization
- Understanding Global Economies

## Key Benefits

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- Learn how the various tools and techniques of strategic analysis are employed
- Understand the economic drivers that affect strategy
- Enhance strategic capabilities of both staff and line managers
- Acquire an understanding of economic forces that underlie successful strategic actions
- Identify the strategic forces affecting your area of business
- Learn how to perceive products, processes, firms, and industries in a strategic manner
- Understand the strategy implementation process
- Learn how to think strategically

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## Faculty

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### **Tim Ruefli, Ph.D.**

Timothy W. Ruefli is the Daniel B. Stuart Centennial Professor in Applications of Computers to Business in the Management Science and Information Systems department and is the Frank C. Erwin Jr. Centennial Research Fellow of the IC<sup>2</sup> Institute of the University of Texas at Austin. His area of research is strategic analysis in high technology environments and he holds a Ph.D. from Carnegie-Mellon University. He has published numerous articles, which have appeared in leading academic and practitioner journals in the U.S., Europe, and Japan, and is author of a number of monographs and chapters in books. He has been a consultant on strategic management to numerous private and public sector organizations. He holds a B.A. from Wesleyan University and an M.S. from Carnegie Institute of Technology.

### **Tassu Shervani, Ph. D.**

Dr. Tassu Shervani is a consultant in the areas of shareholder value, strategy, business models, innovation and business development. His clients are from the financial services, manufacturing, telecommunications, energy and technology sectors. From 1991 to 1998 Dr. Shervani was a faculty member at The University of Texas' McCombs School of Business. He continues to teach Executive Education at the McCombs School of business and also teaches at Duke University's Fuqua School of Business and Emory University's Goizueta School of Business. Dr. Shervani's approach is to help define and implement appropriate business models that drive shareholder value. He combines strategy, finance, technology, people, supply-chain and customer understanding to craft and implement shareholder value improvement strategies for his clients. He is widely published and his research has received awards from the American Marketing Association.

## Registration and Fees

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The program fee includes materials, lunches and breaks.

You may register on-line at [WWW.MCCOMBS.UTEXAS.EDU/EXECED](http://WWW.MCCOMBS.UTEXAS.EDU/EXECED)  
or call Texas Executive Education at 800.409.3932

For information on the cancellation and transfer policies:  
[HTTP://WWW.MCCOMBS.UTEXAS.EDU/EXECED/REGISTER.ASP#CANCELLATION](http://WWW.MCCOMBS.UTEXAS.EDU/EXECED/REGISTER.ASP#CANCELLATION)

## Continuing Education Credits

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Participants earn 1.40 continuing education credits (CEU), or 14 CPE. There are no prerequisites for this program and a certificate of completion will be presented from Texas Executive Education.

## Schedule

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This two-day program meets from 8:30 a.m. to 4:30 p.m. A program schedule and a campus map with location information will be sent approximately two weeks prior to the session with your paid registration. Payment guarantees your space.