
Hours/Week:	4	Total Hours:	76	Term/Level:	4
Lecture:	2	Total Weeks:	19	Credits:	3
Lab	2				

Instructor: Chris Jaques

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Course Record

Developed by:	Chris Jaques		Date:	DEC 2000
	Instructor			
Recommended by:			Date:	JAN2001
	Program Head			
Approved by:			Date:	JAN 2001
	Associate Dean			

Prerequisites

All level 1,2 and 3 courses, or the approval of the instructor.

Course Description and Goals

The course is concerned with the evaluation, formulation and implementation of corporate strategy. The perspective taken is that of the general manager responsible for an SBU. The heart of the course is the analysis by the student of a number of business cases, and the presentation to the class of those findings.

Text(s) and Equipment

Required:

Crossan, Fry, Killing, White. Business Policy, A Canadian Casebook.(5th Canadian Edition) Prentice Hall, 2000

Fry, Killing. Strategic Analysis and Action. (4th. Edition) Prentice Hall 2000.

Reference or Recommended:

See instructor.

Evaluation

Final Examination	28	%
In-Term Exam #1	12	%
In-Term Exam #2	12	%
Casework & Participation	38	%
Management component	10	%
Total	100	%

NOTES:

- 1) Students must pass the final examination in order to have the casework and participation mark included in their final grade.
- 2) As per the BCIT Calendar, students who are absent for any cause other than substantiated illness for more than 10% of the time prescribed for the course WILL NOT BE PERMITTED to write the final examination.

Course Learning Outcomes

At the end of this course students should:

- ⇒ Appreciate the importance of strategic thinking to business
- ⇒ Be able to contribute as a member of a strategic management group.
- ⇒ Appreciate the types of strategic issues faced by senior management.
- ⇒ Understand what is involved in performing a strategic evaluation, and in formulating strategy.



Course Notes (Policies and Procedures)

- *Course Outline Changes:* The material specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.
- *Ethics:* BCIT assumes that all students attending the Institute will follow a high standard of ethics. Incidents of cheating or plagiarism may, therefore, result in a grade of zero for the assignment, quiz, test, exam, or project for all parties involved and/or expulsion from the course. IN THIS COURSE CHEATING INCLUDES, BUT IS NOT LIMITED TO, CONSULTING WITH INDIVIDUALS WHO HAVE PREVIOUSLY STUDIED AN ASSIGNED CASE, AND/OR CONSULTING MATERIAL PREPARED AS A RESULT OF PREVIOUSLY STUDYING AN ASSIGNED CASE. STUDENTS ARE THEREFORE CAUTIONED AGAINST DISCUSSING THE CASE WITH STUDENTS WHO HAVE TAKEN THIS COURSE IN THE PAST EITHER FROM ME OR FROM ANYBODY ELSE.
- *Illness:* A doctor's note is required for any illness causing you to miss classes, assignments, quizzes, tests, projects or exam. At the discretion of the instructor, you may complete the work missed or have the work prorated (i.e. an average is given according to your performance throughout the course).
- *Makeup Tests, Exams or Quizzes:* There will be no makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for documented medical reasons or extenuating circumstances.
- *Office hours:* see instructor for details
- *Lectures:* Students are asked not to ask questions during the lecture period. If you have questions please raise them in seminars or make an appointment to see me.

Some in-term exams will be held in lecture periods. The so-called Theory Exams, and the theory part of the final exam, will be drawn from material presented in these lectures, plus any assigned non-case readings, plus discussion of non-case specific issues discussed in seminars.
- *Seminars:* The primary activity in the seminars will be the presentation by students of the analysis of business cases. Students will be divided into small groups for this purpose. The instructor will select the members of the groups, and typically students will work in different groups for all cases. Students groups will not be told prior to the class who is to present, all groups are to prepare the case on the basis that they will be called to present.

The presenting group will have a maximum of 20 minutes to present the case. Any time spent questioning the group will be in addition to this 20 minutes.

Students in the group will be evaluated on the basis of:

- 1) The content of the presentation
- 2) The effectiveness of their communication
- 3) The effectiveness in responding to questions.

Students listening to the presentation will be evaluated on the basis of:

- 1) The quality of their questions.
- 2) Their participation in the class discussion.
- 3) The effectiveness in responding to questions and comment from the instructor.

A given case will be discussed over two seminars, and we can expect to cover two to four presentations per seminar. Thus it is likely that not every student group will present every case. However, to repeat, every student group will be prepared to present every case.

As part of the casework you will be required to complete a peer evaluation of the other members of your team. Forms will be provided for this purpose, and are to be completed prior to the first seminar period in which the case is to be discussed, and handed in at the start of that seminar.. If your group is seriously dysfunctional, you should come and see me prior to the presentation date.

Remember that as a group member you have joint and several responsibility for the work of the group, and that each member of the group receives the same presentation mark.

WEEK OF	OUTCOME/MATERIAL COVERED IN LECTURE	REFERENCE TO STRATEGIC ANALYSIS AND ACTION	CASE PRESENTATIONS
1-Jan	Intro to Course & Strategic Analysis	ch 1	
8-Jan	The analytical framework	ch 2 & 3	
15-Jan	The analytical framework	ch 2 & 3	
22-Jan	Environmental Analysis	ch 4	Case 1 Presentation
29-Jan	Environmental Analysis	ch 4	Case 1 Presentation
5-Feb	Resource Analysis	ch 5	Case 2 Presentation
12-Feb	Resource analysis	ch 5	Case 2 Presentation
19-Feb	Management Preferences	ch 6	Case 3 Presentation
26-Feb	THEORY MID TERM		Case 3 Presentation
5-Mar	MID TERM EXAM WEEK - CASE MID TERM	classes cancelled	
12-Mar	SPRING BREAK	classes cancelled	
19-Mar	Organizational analysis	ch 7	Case 4 Presentation
26-Mar	Organizational analysis	ch 7	Case 4 Presentation
1-Apr	Choice and change	ch 8 & 9	Case 5 Presentation
8-Apr	CASE MID TERM		Case 5 Presentation
15-Apr	THEORY MID TERM		Case 6 Presentation
22-Apr	Globalization	TBA	Case 6 Presentation
29-Apr	mergers and acquisitions	TBA	Case 7 Presentation
7-May	Information Technology	TBA	Case 7 Presentation
14-May	TBA	TBA	
21-May	Final Exam Period		