



BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

School of Business

Program: Administrative Management

Option:

## Course Outline

**BUSA 6800**

**Strategic Management**

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**Start Date:** January, 2001

**End Date:**

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**Course Credits:** 4

**Term/Level:**

**Total Hours:** 42

**Total Weeks:** 14

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**Hours/Week:** 3

**Lecture:**

**Lab:**

**Shop:**

**Seminar:**

**Other:**

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### Prerequisites

**BUSA 6800 is a Prerequisite for:**

**Course No. Course Name**

**Course No. Course Name**

All prior degree courses or Program Head approval.

None.

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### Course Calendar Description

This senior management course is designed to focus on integrated decision making in a global environment using contemporary management techniques and an emphasis on the organization as an "open," necessarily evolving structure.

Significant emphasis is placed on the application of theories and readings to real world problems and the evolving world of global business.

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### Course Goals

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### Evaluation

Final Examination	35%
Mid-term Examination	25%
Projects (2 assignments)	20%
Participation/Attendance	20%
TOTAL	100%

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### Course Learning Outcomes/Competencies

Upon successful completion of this course, the student will be able to:

1. fully integrate related disciplines and skills in a time sensitive decision-making environment.
2. understand and apply strategic management techniques to specific public and private sector organizations, thus effecting desired changes within a comprehensive, responsive management system.
3. utilize information technology in all phases of strategic planning, implementation and decision making.

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### Course Content Verification

I verify that the content of this course outline is current, accurate, and complies with BCIT Policy.

  
\_\_\_\_\_  
Program Head/Chief Instructor

  
\_\_\_\_\_  
Date

Note: Should changes be required to the content of this course outline, students will be given reasonable notice.



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### Instructor(s)

Chris Gadsby

Office No.: SE6-329

Office Hrs.: By appointment.

Office Phone: 451-6784

E-mail Address: cgadsby@bcit.bc.ca

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### Learning Resources

#### Required:

*Strategic Management*: Text, Readings and Canadian Cases, Fifth Edition, Beamish, Woodcock.

#### Recommended:

- to be provided where appropriate.
  - reading of business journals, newspapers is an integral part of this course.
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### BCIT Policy Information for Students

1. Copies of transparencies will be provided where appropriate.
  2. Case Studies will be assigned as outlined.
  3. Reading assignments will be found in the Other Assignments section of each lecture.
  4. Supplementary materials and copies of contemporary related business news articles will be provided by the instructor where appropriate.
  5. Team Discussion format, procedure:
    - a. Teams of no more than 4–5 individuals with varied representative discipline to choose a rotating Chairman for each session.
    - b. Wherever appropriate, the Case discussion format will be followed with decisive, integrated solutions presented verbally (and in writing where requested).
    - c. Group rotation of members to facilitate multidisciplinary roles, team “storming” and “role playing” as required.
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### Assignment Details



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Schedule

BUSA 6800  
 Strategic Management

Week #	Schedule of Topics	Text Assignment	Other Assignments
1	<b>Introduction to Strategic Management</b> <ul style="list-style-type: none"> <li>– Objectives, Techniques, Outcomes</li> <li>– Origination, Definition, Historical Trends and Theories</li> <li>– Integration of Major Disciplines/Phases</li> <li>– Current Approaches, Conditions</li> <li>– Strategic Planning Process</li> <li>– Teamwork — An Introduction</li> </ul>		
2	<b>Decision-making Environment</b> <ul style="list-style-type: none"> <li>– Specific, General</li> <li>– Use of Creativity, Innovation, Intuition</li> <li>– Organizational Levels, Decisions Required</li> <li>– The Process; Information Sources</li> <li>– Contemporary Techniques, Decision Theory Applications</li> </ul>	Chapters 1, 2  Reading #2 p. 146	Article: The Borderless World  Case: Corel p. 418
3	<b>The Global Economy</b> <ul style="list-style-type: none"> <li>– An Outside View of Canada</li> <li>– Emerging Trading Blocks, Power Centers, Relative Leadership Strength</li> <li>– G.A.T.T. – Current Significance</li> <li>– Strategic Implications</li> </ul>	Reading #3 p. 158	Case: Magna Int'l p. 569  – subsequent events  Article: Global Economy Handout
4	<b>Strategic Management – Part I</b> <ul style="list-style-type: none"> <li>– The Starting Points</li> </ul> Current Strategic Evaluation <ul style="list-style-type: none"> <li>– Corporate Purpose</li> <li>– Assessing External Environments</li> <li>– Assessing Internal Capabilities</li> </ul>	Chapters 3, 4  Reading #4 p. 197	Case: Metropol p. 590  Article: What's a Business Without a Blueprint?

Week #	Schedule of Topics	Text Assignment	Other Assignments
5	<b>Strategic Management – Part I (cont'd)</b> <ul style="list-style-type: none"> <li>– Finding and Developing a Distinctive Competence</li> <li>– Developing Strategic Options</li> <li>– Evaluation of Strategic Options</li> <li>– Selecting a Strategic Option</li> </ul> Considers: <ul style="list-style-type: none"> <li>– Competitive and Comparative Advantages, Value Added Chain, Sustainable Advantages</li> </ul>	Chapters 5, 6	Case: Russki Adventures p. 691  Article: Entrepreneurial Style/Organization Structure reading
6	<b>Strategic Management – Part II</b> <ul style="list-style-type: none"> <li>– The Implementation Phase</li> </ul> A. Integrative Considerations <ul style="list-style-type: none"> <li>– Adaptability</li> <li>– Knowledge</li> <li>– Information – Data-based Management Systems</li> <li>– Product Quality</li> <li>– Capital Availability</li> </ul> B. Organizational Issues <ul style="list-style-type: none"> <li>– Teamwork</li> <li>– Alternate Structures, Organization               <ul style="list-style-type: none"> <li>→ Open System</li> </ul> </li> <li>– Management of Change</li> <li>– Mid-term Review</li> </ul>	Chapter 7 p. 82  Chapter 8 p. 92	Case PEI Preserve Co p. 668  Articles: 1. Organigraphs 2. TBA
7	<b>MID-TERM REVIEW</b>  <b>MID-TERM EXAMINATION</b>		
8	<b>Strategic Decision-making in a Competitive Environment – Alternative Organizations, Public Sector</b> <ul style="list-style-type: none"> <li>– Actual Examples</li> <li>– Evaluation Systems</li> <li>– Overcoming Weaknesses</li> </ul>	Readings #7, #9 pp. 228, 275	Case: SEMCO

Week #	Schedule of Topics	Text Assignment	Other Assignments
9	<b>Electronic Commerce</b> – Concepts, Applications, Significance	Handouts TBA	Case: Raymark Technologies p. 683  Article: TBA
10	<b>Ongoing Considerations</b> – Strategic Alliances – Licensing Trademarks – Teamwork/CR-Engineering – Corporate Renewal – Decision Quicksand – Enhanced Decision-making	Chapter 9 p. 105  Reading #6 p. 220	Case: Pepsi Challenge Russia 1992 p. 74  Articles: 1. Intellectual Property – its protection, valuation 2. Ethics reading
11	<b>Corporate Valuation/Value Recognition</b> – Significance – Historical Theories – S.V.A. – Alternative Wealth Recognition Decisions and Strategies	Chapter 10 p. 114  Reading #8 p. 252  “New Economy” Performance Evaluation	Case: London Telecom p. 532  Articles: 1. E.V.A. – the key to creating wealth 2. S.V.A. readings
12	<b>Value Chain Analysis</b>	TBA	Case Study and Exercise to be Provided
13	<b>Full Course Review</b> – The Synthesis – Origination, Substance, Ongoing Application, Strategic Refinement – Management Skills for the Future	Review	Team Projects Discussed, Planned  Case Study – to be assigned
14	<b>Final Examination</b>		Team Projects Presented