



A POLYTECHNIC INSTITUTION

School Of Business

COURSE OUTLINE FOR: BUSA 6800 –
STRATEGIC MANAGEMENT

Date: Winter Term 2007

TAUGHT TO: BBA Degree

TAUGHT BY: Business Administration

Hours/Week	4	Total Hours	60	Term/Level	A2007
Lecture:	2	Total	15	Credits:	4
Lab:	2	Weeks:			

Prerequisites

is a Prerequisite for:

Course No.	Course Name	Course No.	Course Name
All Level 5 courses plus Econ 6500 or permission of the Program Head		None	

Instructor:

Ike Hall Office No: SE - 313 Phone: 412-7409
 Office Hours: As Posted E-mail: ihall@bcit.ca

Short Course Description and Goals (from the BCIT Website):

This capstone integrative course is designed to dramatically improve the quality of student decision-making in a time sensitive global environment. BUSA 6800 enables students to utilize the principles of strategic management enhanced by contemporary new analytical concepts. This course simulates "real world" decisions via team case studies and the applications of management decision support systems.

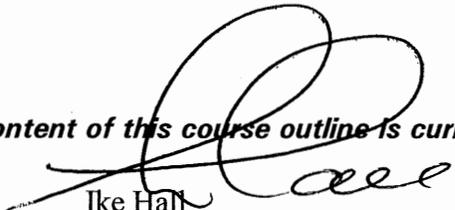
In this course students will gain an understanding of the relationship between management preferences, resources available, environmental issues, business strategy and organizational elements. They will examine strategic concepts as an enabler and facilitator of business strategy and as a control tool to track performance and improve managerial decision making. Cases and assignments will focus on small to medium size Canadian organizations looking for appropriate solutions to strategic issues.

Evaluation:

Mid Term Examination	20 %	Individual Component
Final Examination	35 %	Individual Component
Team Cases	25 %	Team Written Case and Presentation
Individual Strategic Plan	10%	Individual Component
Participation and ability to demonstrate appropriate workplace behaviours	10 %	Individual Component
TOTAL	100%	

Verification:

I verify that the content of this course outline is current


Ike Hall

Authoring Instructor

3 Dec 06

Date

I verify that this course outline has been reviewed

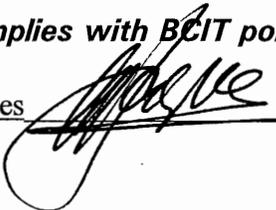

Kevin Wainwright

Program Head

3 Jan 07

Date

I verify that this course outline complies with BCIT policy


Chris Jaques

Dean/Associate Dean

Jan 3/07

Date

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



A POLYTECHNIC INSTITUTION
BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

Course Outline Part B

School of: Business
Program: BBA Degree

BUSA 6800
STRATEGIC MANAGEMENT

Effective Date

January 2007

Learning Resources

Required:

Dess, Lumpkin, Peridis; Strategic Management – Creating Competitive Advantages, (Cdn Edition), McGraw-Hill Ryerson, 2006. ISBN 0-07-092291-8

Beamish Paul W., Cases in Strategic Management (78h Edition), McGraw-Hill Ryerson, 2006.
ISBN: 0-07-095183-7

The text and case book are both required. They are available in the BCIT bookstore as a “combined” package.

Information for Students: Course Notes, Policies and Procedures

Assignments are due in your lab for the applicable week noted on the course outline. Late assignments will be penalized 20% per day and will not be accepted after 5 calendar days past the due date. In exceptional circumstances flexibility and discretion will be used implementing this policy, **provided the instructor is advised of the circumstances before the due date of the assignment.**

Group Projects: Working effectively together in teams is an essential skill and a critical part of this course. You are expected to identify and address any important team issues, concerns or problems as they occur. Seek the assistance of your instructor if the team is not able to resolve the issues on its own. Team components comprise 25% of the grade for the course and, in all but exceptional circumstances, team members will be graded equally. In exceptional circumstances where one or more members of a group did not contribute to the assignment, they will not be credited and will receive a grade of zero, provided the group has met with the instructor, discussed and attempted to resolve the problems well in advance of the due date for the project. Marks may also be redistributed based on the submission of the peer evaluation form by electronic format.

Attendance will be taken at each lab and active participation is required. The attendance policy outlined in the current BCIT calendar will be enforced. A doctor's note is required for any illness causing you to miss assignments, quizzes, tests, projects or exams. At the discretion of the instructor you may complete the work missed. Again, **all labs and lectures are compulsory.**

Participation: Active participation in labs is essential to accomplish the course objectives. All assigned reading must be done before the lab. Students will find it most effective to skim the assigned reading before the lecture and then to read in more depth the areas that have been highlighted. All cases must be fully prepared prior to the lab.

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 and/or Institute.

Examinations: In order to write exams, students will be required to produce photo ID at exam centres. The ID must be placed on the desk before an exam will be issued to the student and must remain in view while writing the exam for inspection by invigilators. Acceptable ID is a BCIT OneCard or two pieces of identification, one of which must be government photo ID such as a driver's license. Please see BCIT Policy #5300 for formal invigilation procedures.

Students must receive a passing grade on the individual components of the course in order to receive credit for the grades on group work, and hence to pass the course. Individual components comprise 75% of the grade for the course.

Course Goals

BUSA 6800 will prepare students to:

- Identify the importance of Strategic Management Systems for proper management and control of organizations.
- Advise future business managers on the effective application and deployment of strategy in organizations.
- Apply popular business strategic concepts to create solutions to business problems.
- Employ teamwork and critical thinking skills in developing solutions to strategic problems.
- Apply effective written and verbal communication skills in a problem-solving context.

Course Outcomes and Sub-Outcomes

Upon successful completion of this course students will be able to:

1. Assess the changing role of strategy in business and society.
2. Evaluate the current use of strategic systems in an organization.
3. Assess the impacts of emerging strategies on an organization.
4. Identify management situations that can benefit from the appropriate application of strategic initiatives
5. Develop appropriate plans to use strategic direction for organizational improvements:
 - a. research and interpret business situations,
 - b. apply commonly used models and methodologies for analysis,
 - c. develop appropriate alternates and solutions, and
 - d. present analysis and recommendations.
6. Plan the implementation of a strategic system for an organization.
7. Design strategic systems that will address specific business problems.

Assignment Details

The mid term exam (20% of the course grade) will be multiple choice and essay questions. It will be given in the lecture period on **Thursday, 22 Feb 2007** and will cover all material from the lectures and labs to that date.

The final exam (35% of the course grade) will be essay questions and a case, requiring short, paragraph type written answers. The final will be written during exam week on **Thursday, 5 April 2007**.

Team cases (25% of the course grade). **Students will be assigned to teams by their lab instructor.** Each team will be responsible for preparing a written analysis of one case (10%) and a formal presentation of a second case (15%).

Individual case (10% of the course grade). Students will be required to write a **personal strategic plan** for their career for the next 5-10 years.

Participation (10% of course grade). Your grade for participation will be determined by regular attendance, the extent to which you are prepared for class, your contribution to class discussions and the extent to which you enable others to participate. Your ability to demonstrate appropriate workplace behaviours – both in lecture and labs will also be considered when determining your grade for participation. **ALL CASES MUST BE THOROUGHLY PREPARED.** The critique counts for ½ of your participation mark

TUTORIAL/LAB ATTENDANCE IS COMPULSORY. The 10% attendance rule applies (see student handbook – page 12. If more than 10% of the total number of classes is missed then the student may not be allowed to write the final exam.

Excellent participation (9 - 10) is defined as a student attending all labs, consistently participating and moving ahead in class discussions. Volunteering high quality analysis and insights or applications of course content. Assisting other class members in development and understanding of course objectives. Helping others to participate effectively. Being punctual and attentive.

Satisfactory participation (6 - 7) is defined as a student missing no more than one lab, being prepared with good observations and analysis when called upon. Understanding assigned readings and being able to explain the concepts put forth in the text. Participating in a manner that is not dominating or overwhelming of others. Not distracting others.

Unsatisfactory participation (0-4) is defined as not being prepared when called upon, missing classes, presenting poorly reasoned observations and analysis, being "off task" in lab activities, not contributing to large class discussions or small group activities, dominating class or small group discussions, talking with other classmates at inappropriate times, etc.

TEAM CASE VERBAL PRESENTATION 1 @ 15%

Dates according to the schedule

There will be a "Team Case Presentation". Students will chose teams within their tutorial/lab. Each team will prepare and *present* in tutorial an analysis of one of the assigned cases. The team "number" will determine which case each team is assigned and, consequently, which week the team presents its analysis. The presentations will be made according to the distributed schedule:

The presentation should be approximately 20 minutes. In no instances will it be allowed to go longer than 25 minutes. The presentation must discuss the three main components of a case analysis - symptoms and problems;

problem analysis/application of Strategic theory - specifically from the lectures (including discussion of alternatives); and recommendations, complete with action plan(s).

Symptoms and Problem Statement - The team must identify the main symptoms in the case and be able to succinctly describe the problem/opportunity being faced. The problem identification should use Strategic concepts to effectively link facts in the case to the main symptoms, state the root causes, and not overlook key problems.

Problem Analysis and Application of Theory - The team must analyze the problem from a strategic point of view and apply Strategic theory to various feasible alternatives that may address the stated problem. The pros and cons of each alternative should be clearly derived from the appropriate Strategic theory.

Recommended Solutions - The extent that the recommended solutions resolved the root causes identified in the problem analysis section. The recommendations *must* include a plan (or plans) of action - Who is going to do What, and When, and How (the Why should have already been established).

The "problem analysis" will receive an equal evaluation weight along with the "recommendation". However, this assignment will also be evaluated on the quality of presentation. This includes the clarity of the presentation and the ability to keep the audience's attention. In all instances the theory from the lectures **MUST** be applied.

NOTE: The presentation requires no written hand-in

This course package includes a copy of the *rating form* used by the Instructor and the Critiquing Groups to evaluate the team case presentations.

The presentation counts for 15% of the overall grade.

CRITIQUE

The **critique** requires a written hand-in, containing at least 2 comments/questions to be directed to the group that presented the case. Additionally, the *students critiquing* are requested to score the presenting group (utilizing the *rating form*), to help determine the final mark. The oral critiques are counted in the *participation* mark (10%).

TEAM WRITTEN CASES: 1 @ 10%=10%

Dates according to the schedule

The team *written case* is due on the same date as the presentation for that particular case.

The team written case will follow the same format as the presentation, i.e. symptoms, problem analysis, and recommended solutions. The cases should run about 7-9 typed, double spaced pages. In no instances may they exceed 10 pages (Exhibits and Appendices are not counted in the ten pages)

The written cases are worth 10% of your final mark.

MID-TERM EXAM 20%

22 Feb 2007

This will be a combination multiple-choice and short answer essay questions, closed book exam, written in class, on the date noted above. **The midterm exam is closed book.**

PEER EVALUATION AND INDIVIDUAL GRADES

An unfortunate reality of team projects is that some members do not contribute sufficiently to the team's effort. Consequently, team members will evaluate each other using a standard form that will be submitted to the tutorial instructor, or to me, in confidence. **The peer evaluation form is attached.**

The peer evaluation will consider each member's work effort, goal achievement, leadership, and other relevant performance factors. Based on these evaluations, individual team members will receive a grade that may be up to 15 percentage points above or below the "project grade".

I encourage you to schedule - in advance - several frank discussions in your teams about individual contributions to the team effort. Constructive performance appraisals, including feedback on each person's strengths and weaknesses, can help each person develop more confidence in areas of strength and pinpoint areas where improvement may be needed. The peer evaluation system is designed so that the average individual grade equals the project grade.

An unfortunate reality of team projects is that some members do not contribute sufficiently to the team's effort. At the other extreme, one or two members may insist on doing all of the work and exclude others from contributing. Neither situation makes for an effective team. While the concepts you are learning in this course will help you to work together effectively there may still be problems you are unable to solve. Please bring these to the attention of your instructor as soon as you recognize that they may be serious. If the difficulties can not be resolved with the assistance of your instructor, differential grading of team members will be considered. Grading will also be distributed, in part, by the submission of peer evaluations.

The peer evaluation grade is based on information from students, so an appeal to faculty will consist mainly of double-checking the accuracy of calculations from the student evaluation forms. However, all students have the right to the standard institute appeal process. Students should be aware that peer evaluations are a sensitive matter and that attempts to influence or harass team members after the grades are posted may have severe consequences for a student's standing in the course or BCIT.

FINAL EXAM 35%

5 April 2007

This will be an essay questions/case exam. *The final exam will be closed book.*

NOTE: The following lecture and lab schedule is keyed to the lecture on each Thursday. This is considered the start of our weekly activities. The corresponding reading should always be done before the lecture. The lab activities that are described take place in your lab that follows the lecture. Activities for which you will require your text book and assignments have been noted. All cases must be thoroughly prepared prior to the lecture/lab.

Thursday	Outcome/Material Covered	Reference/ Reading	Assignment	Due Date
January 4	Course Introduction – The Changing Role of Strategy – review of Strategic models Chpt 1 Strategic Management – an Overview,	Chpt 1 Video: Specialized Bikes	Team Set up TOWS	
January 11	Chapter 2 – Analyzing the External Environment	Chpt 2 Video: Alligator Rec.	Kids Market Consultants – pg 130	

Thursday	Outcome/Material Covered	Reference/Reading	Assignment	Due Date
January 18	Chpt 3 – Analyzing the Internal Strategic Environment Chpt 4 – Recognizing the Firm’s Intellectual Assets	Chpt 3 Chpt 4 Video: SW Airlines	Vincour and the New World of Wine pg 14	
January 25	Chpt 5 – Business Level Strategy	Chpt 5	Ganong Brothers - pg 168	CASE A Loblaws pg 27
February 1	Chpt 6 - Corporate Level Strategies and Tactics	Chpt 6	Stella Artois pg 245	Rough Outline of Individual Plan DUE
February 8	Chpt 7 – International Strategy	Chpt 7 Video: BP Global Brand	Phil Chan pg 412	CASE B Eli Lilly in India pg 137
February 16	Chpt 8 – Digital Business Strategy	Chpt 8 Video SAP	CQUAY pg 285	
February 22	Mid-Term Exam		TBA	
March 1	Chpt 9 – Strategic Control and Governance	Chpt 9	Vancity Credit Union pg 314	CASE C ABEBook pg 297
Mar 8	Chpt 10 – Creating Effective Organizational Designs	Chpt 10	Elephant Walkthrough pg 464	Update on Individual Strategic Plan DUE
Mar 15	Chpt 11 – Strategic Leadership	Chpt 11 Video: Coke in Japan, and the Cola Wars	Gonchar Investment Bank pg 403	CASE D Pepsi Bottling pg 337
Mar 22	Chpt 12 – Managing Innovation and Fostering Corporate Entrepreneurship	Chpt 12 Video: HP CEO	No Pudge! Pg 455	Individual Strategic Plan DUE
Mar 29	Chpt 13 – Recognizing Opportunities and Creating New Ventures	Chpt 13	TBA	CASE E Map Quest pg 425
Apr 5	Final Exam Week			
Apr 12	Final Exam Week			