

SEP. 24 2001

Grande Prairie Regional College
Department of Arts, Commerce and Education
Organizational Theory 3110 (3)
Introduction to Strategic Management and Organization Design
Fall 2001

Instructor: Ken Riley
Office: C307
Office hours: M & W 10 – 11:30am or by appointment
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Time and Place: Tuesday
18:00 – 20:50
A211

Course Objective:

Organizations pervade every aspect of our lives and have a profound influence on everyone. We experience organizations at all stages of our life cycle. We are born and die in hospitals, we are educated in schools, we are employed in profit-making or non-profit firms, we are regulated and controlled by government, and we belong to clubs and societies. Knowledge about organizations is essential because of the dramatic impact they have on all of us.

The objective of this course is to introduce the student to the study of organizations and their strategic management. The appropriate focus for this course will be primarily at the macro level of analysis. This differs somewhat from organizational behaviour where the focus is on how individuals and groups act within organizations. It will also highlight issues specific to Canadian firms.

Topics to be covered in this course will include:

- Organizational Mission Analysis
- External Analysis
- Internal Analysis
- Strategy Choice and Implementation
- Balanced Scorecard
- Strategic Review and Change

Classroom work will include lectures and discussion of required topics, selected case studies, and exercises. Case and exercise work is designed to provide practical examples for many of the concepts and theories that are discussed in class. Students are expected to have read all assigned cases and exercises before coming to class and to participate fully in their discussion and analysis.

Course Materials: The required text for this course is:

Das, H. (1998). *Strategic Organizational Design for Canadian Firms in a Global Economy*. Scarborough, Ont: Prentice-Hall.

Other readings will be assigned as appropriate.

Evaluation: The grading system employed in this course will be:

Case Analysis (2)	40%
Midterm Examination	20%
Final Examination	30%
Participation	10%

Case Analysis:

Each student is expected to analyze and submit two (2) cases from the five major cases that are examined in class. The choice of which cases to submit is left to the discretion of the student. Regardless of which cases are chosen for submission, the student should have thoroughly read the case that has been assigned for that day and be ready to discuss its contents in an open forum. The written cases must not exceed 2500 words (approximately 10 pages) in length and must be submitted at the beginning of class on the due date.

Midterm Examination:

A midterm examination is scheduled for Tuesday October 23, 2001

Final Examination:

A final examination will be held with time and place to be announced.

Participation:

Each student is expected to come to class having read the material and completing any assignments given. Marks will be based on the contribution made to the class by the student; note that both quantity and quality of the contribution will be assessed.

(Please note that the instructor reserves the right to change the course outline during the year in order to meet changing circumstances.)

COURSE TIMELINES

- September 11:** General Introduction
Readings: None
- September 18:** Strategic Management Framework
Readings: Textbook – Appendix B & Chapter 1
Mini-case: "Mountain Photographic and Gift Shack" (pp. 30)
- September 25:** Organizational Mission Analysis
Readings: Textbook – Chapter 2
Mini-case: "Pat Chew" (pp.66)
Case #1 – *The Head Shoppe*
- October 2:** External Analysis
Readings: Textbook - Chapter 3
Mini-case: "Winnipeg Sporting Goods Limited" (pp. 107)
Minicase: "Kelsey's Fried Chicken" (pp. 109)
Case #2: "*Maple Leaf Coffee*"
- October 9:** External Analysis
Readings: Textbook – Chapter 4
Mini-case: "Jim Benton" (pp. 150)
- October 16:** Internal Analysis
Readings: Textbook - Chapter 5
Mini-Case: "Middleton Police Department (pp.189)
- October 23:** **Midterm Examination**
Readings: Handouts on Balanced Scorecard
- October 30:** Internal Analysis
Readings: Textbook – Chapter 6
Mini-case: "Canadian Seafood Processors" (pp.232)
Case #3: "*Diskcomp Systems*"
- November 6:** Strategy Choice and Implementation
Readings: Textbook – Chapter 7
Mini-case: "Western Residential and Auto Insurance" (pp. 272)
- November 13:** Strategy Choice and Implementation
Readings: Textbook - Chapter 8
Mini-case: "Atlantic Health Centre" (pp. 314)
Case #4: "*Advanced Electronics and Equipment Limited*"
- November 20:** Strategy Choice and Implementation

Readings: Textbook – Chapter 9
Mini-case: “Blue Diamond Drugs Limited” (pp.353)

November 27: Strategy Choice and Implementation
Readings: Textbook – Chapter 10
Mini-case: “AnnThompson” (pp. 400)
Mini-case: “Ken Chambers” (pp. 401)
Case #5: “Rondell Data Corporation”

December 4: Strategic Review and Change
Readings: Textbook – Chapter 12
Mini-case: “St Pierre Furniture Company” (pp.486)
Case: “The Bre-X Bust”
Course Review and Preparation for Final Examination

December 11: **Final Exam**