

Grande Prairie Regional College
Department of Arts, Commerce and Education
Course Outline
Organizational Theory 3110 (3)
Introduction to Strategic Management and Organization Design
Fall 2002

Instructor: Ken Riley
Office: C307
Office hours: T & Th, 10 – 11:30am or by appointment
Telephone: 539-2017
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Time and Place: Wednesday & Friday
13:00 – 14:30
B305

Course Description:

An examination of the management and design of organizations from a strategic perspective. Establishes a framework for setting strategic goals. Analyzes the external and internal variables influencing them, the political and behavioral dynamics of managerial decision-making and the management of organizational change.

Prerequisites:

Open to third and fourth year students.

Course Objectives & Content:

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 may be assigned as appropriate.

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

Case Analysis (3)	40%
Midterm Examination	20%
Final Examination	30%
Participation	10%

Case Analysis:

Each student is expected to analyze and submit three cases, the first one of which will be completed in a group while the remaining two will be completed individually. The group case will be worth 10% of the final mark and the two individual cases will be worth 15% each. The cases and the timing of the assignments are noted in the course timelines below. For every case and mini-case assigned, the student should have thoroughly read the case and be ready to discuss its contents in an open forum. It is also expected that students will have completed rough written answers for each of the five major cases assigned. 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 the week of October 21, 2002.

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 2:** General Introduction
Readings: Textbook – Appendix B
- September 9:** Strategic Management Framework
Readings: Textbook – Chapter 1
Mini-case: “Mountain Photographic and Gift Shack” (pp. 30)
Hand-in Case #1 – “The Head Shoppe” (Group Case) (pp. 544)
- September 16:** Organizational Mission Analysis
Readings: Textbook – Chapter 2
Mini-case: “Pat Chew” (pp.66)
Case: “Maple Leaf Coffee” (pp. 553)
- September 23:** External Analysis
Readings: Textbook - Chapter 3
Mini-case: “Winnipeg Sporting Goods Limited” (pp. 107)
Minicase: “Kelsey’s Fried Chicken” (pp. 109)
- September 30:** External Analysis
Readings: Textbook – Chapter 4
Mini-case: “Jim Benton” (pp. 150)
- October 7:** Internal Analysis
Readings: Textbook - Chapter 5
Mini-Case: “Middleton Police Department (pp.189)
Hand-in Case #2 – “Norton’s Department Stores” (pp. 575)
- October 14:** Internal Analysis
Readings: Textbook – Chapter 6
Mini-case: “Canadian Seafood Processors” (pp.232)
Mini-case: “Aquarius Advertising Agency” (pp. 235)
- October 21:** **Midterm Examination**
Readings: Handouts on Balanced Scorecard
- October 28:** Strategy Choice and Implementation
Readings: Textbook – Chapter 7
Mini-case: “Western Residential and Auto Insurance” (pp. 272)
- November 4:** Strategy Choice and Implementation
Readings: Textbook - Chapter 8
Mini-case: “Atlantic Health Centre” (pp. 314)
Hand-in Case #3: “The Bre-X Bust” (pp. 597)

- November 11:** Strategy Choice and Implementation
Readings: Textbook – Chapter 9
Mini-case: “Blue Diamond Drugs Limited” (pp.353)
- November 18:** Strategy Choice and Implementation
Readings: Textbook – Chapter 10
Case: Karen Wade (pp. 610)
- November 25:** Strategic Review and Change
Readings: Textbook – Chapter 11
Mini-case: “Madman Mulholland” (pp.443)
- December 2:** Strategic Review and Change
Readings: Textbook – Chapter 12
Mini-case: “St Pierre Furniture Company” (pp.486)
Course Review and Preparation for Final Examination
- Final Exam:** To be announced later.