

Seminar in Administrative Policy

Business Administration 478

Section: D300

Term: 2002 Summer

Instructor: Mark Moore

Office: WMX 4363

Phone: 291-3457

email: markm@sfu.ca

Discussion Topics: Course Objectives:

The focus of this course is on strategic analysis: corporate, business-unit and to some extent organizational strategic analysis. There are two goals for this course: the first is to teach you the skills to actually do a strategic analysis. The second is to give you a grounding in the ideas underlying strategic analysis. Readings from the text will be supplemented with additional readings, as well as several cases that will be used for discussion and evaluation.

Course Coverage:

The emphasis is on being able to understand and apply the tools of comprehensive strategic analysis, including:

Basic descriptors and external analysis

Ownership and control, goals

Product-customer matrices

Industry supply chain: buyers, suppliers

Defining the business: rivals, substitutes, complementors; strategic groups

Industry analysis: Demand and supply analysis; demand growth; Porter's five forces

Macro-environmental scan

Key success factors for the industry

Seminar in Administrative Policy

Internal analysis

Value chain analysis; resources and capabilities

Financial and performance analysis

Organizational analysis

Fulcrum assessment analysis

Summarise and explain current performance

Predict future environment and performance

Decide on solution analysis method

Portfolio matrices

Solution analysis

Corporate and business-unit alternatives

Scenario analysis

Strategic goals and criteria

Impact and valuation matrices

Course Organization

The course material is covered through lectures, case analyses and case presentations.

Grading: The median grade will be set to B (3.00) and the grades distributed according to faculty guidelines.

10% Class participation

40% Group cases

Seminar in Administrative Policy

20% Individual case

30% In-class midterm exam

100%

Required Texts: Hitt, Ireland, Hoskisson, Rowe & Sheppard; Strategic Management: Competitiveness and Globalization Concepts, 1st Canadian ed, Nelson/Thompson Publishing: 2002.

Recommended Texts:

Materials/Supplies:

Prerequisite/Corequisite: Prerequisites:

90 credit hours; BUS 207, BUS 312, BUS 343 and one of BUS 374 or BUS 381.

Notes:

This outline is derived from a course outline repository database that was maintained by SFU Student Services and the University's IT Services Department. The database was retired in 2014 and the data migrated to SFU Archives in 2015.