

VICTORIA UNIVERSITY OF WELLINGTON
Te Whare Wananga o te Upoko o te Ika a Maui



Victoria Management School

MGMT 205 STRATEGIC MANAGEMENT

Trimester 1 2005

COURSE OUTLINE

COURSE COORDINATOR & LECTURER

Professor Stephen Cummings

Room: RH 930, Rutherford House
Website: www.vuw.ac.nz/vms
Email: stephen.cummings@vuw.ac.nz

TUTORIAL COORDINATOR

Deborah Kelly

Room: RH 120, Rutherford House
Phone: 4636968
Email: deborah.kelly@vuw.ac.nz

Please contact the tutorial coordinator with all queries regarding course content and grades, tutorial allocations, handing in assignments, extensions and tutorial notices.

LECTURE AND WORKSHOP TIMES AND LOCATION

Lectures

Friday 12.40 – 2.30pm Rutherford House **LT 1**

Workshop

Tuesday

4.40 – 5.30pm

Rutherford House LT 1

NB. The first class will take place on Friday the 25th of February – there will be no workshop on Tuesday the 22nd of February.

TUTORIAL TIMETABLE

The Tutorial program begins in week 3 and you must attend 7 of the 9 scheduled tutorials to make terms. Those who do not make terms cannot sit the final exam.

Sign up for tutorials will be done electronically through Blackboard. Please ensure that you have access to Blackboard once you have registered for the course.

Tutorials are scheduled for Mondays, Wednesdays and Fridays. The times and places that tutorials will be held will be available on Blackboard.

Tutorial sign-up will be take place on Blackboard and will begin at 5:00pm on Friday 25th February (requests cannot be taken by phone or e-mail).

How to Sign Up for a Tutorial

To sign up for your MGMT 205 tutorial you need to follow the instructions below:

Log onto Blackboard by going to www.blackboard.vuw.ac.nz and clicking the 'login' button. Insert your user name (i.e. your SCS user name) and password.

Once you are logged on, select the 'Courses' button, and click on MGMT 205.

Select the 'Discussion Board' button on the left hand side of the screen.

Click on 'Tutorial Sign Up', which will open a list of tutorial times. Click on the tutorial time of your choice.

To register your name for this tutorial click on the 'Reply' button at the bottom of the page. Place an 'x' in the message box, which is below subject, and click on 'submit' at the bottom of the page. You have now registered for this tutorial. Your name should appear under the tutorial of your choice. Please remember that only 13 students per tutorial are accepted. It is your responsibility to count the number of names under the tutorial to ensure there are no more than 13 before you add your name.

If you would like to check if you have signed up for a tutorial correctly, or that you have not been removed, you can search by clicking on search in the top right hand corner and then select your name from the list of authors, then click submit. This will then show a list of all your entries on the discussion board.

If you need to change your tutorial group, please remove your name from the initial tutorial you signed up for. To do this, follow steps 1-3, then select 'Tutorial Sign Up' and double click on the tutorial time beside your name. Click the 'remove' button, followed by OK. You can now choose a different tutorial time by following steps 4 and 5.

There is a maximum of 13 students per tutorial class and spaces are allocated on a "first come, first served" basis so book your place quickly. Confirmation of your tutorial group will be posted on the MGMT 205 Blackboard site and on the Management Notice Board on the mezzanine floor of Rutherford House by **5 pm Friday 4th March**.

If you have any serious problems regarding tutorial allocations please contact the Tutorial Coordinator. Please note that once tutorial allocations have been assigned students requesting a change of tutorial will have to provide documentary evidence of the reason for changing at the time of making your request to the Tutorial Coordinator. You must not on any occasion go to a tutorial other than the one that you have been allocated unless by prior arrangement with the Tutorial Coordinator.

COURSE OBJECTIVES

This course builds on the issues raised in many of the courses that students will have already followed on their degree programme, extending students' understanding of strategic issues facing the firm as a whole in light of recent environmental developments. It is arranged into two parts.

Part 1: Deconstructing Strategy questions strategic management's accepted history and how the limited set of things that it sees as relevant hinders our ability to develop creative or individualized strategic solutions. This is becoming problematic in a 'postmodern' age where creativity, identity, and difference are increasingly motivators for customers to purchase, rather than function, efficiency and cost. Themes addressed include: the reliance on external consultants; the overuse of generic management buzzwords such as BPR, Best Practice, e-commerce and globalisation.

Part 2: Recreating Strategy examines how we might rethink and develop conventional approaches to strategy by questioning the established history of the field. This leads us to consider themes such as: using an individualized sense of *ethos* (or "who we are") to shape organizational strategies; the formation of network and knowledge-based organizational forms; the development of particular strategy 'maps'; and individualized approaches to managing strategic change.

WORKLOAD AND GROUP WORK

MGMT 205 students are expected to attend all classes: lectures, workshops and tutorials. Students can expect the total workload to be approximately 6-8 hours work in addition to class times. You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

EMAIL CONTACT

Students wishing to contact staff by email should follow these instructions:

1. Use your student account. Do not use other work or private e-mail accounts.
2. In the first instance, send your mail to the Tutorial Coordinator, cc-ing the Course Coordinator (e-mail addresses are listed on page 1).
3. Include the Course Code, your Name, your Student ID and the Topic in the subject area of the email. For example:

MGMT206_Smith_Pauline_3000223344_Ass1 Query

Email correspondence that does not conform to these instructions will be classified as Spam and will be dumped without being read.

BLACKBOARD

Communication in this course will be conducted in face-to-face mode in the lectures, workshops and tutorials as well as in on-line mode through the **Blackboard** application. To access Blackboard, open up your Internet browser and go to the Victoria University Blackboard Homepage (<http://blackboard.vuw.ac.nz>). Click on 'Login' and enter your Student Username in the Username field. Enter your Student ID in the Password field and Click on 'Login'. Then click on 'MGMT 205' under the 'My Courses' menu. It will be crucial for you to regularly (i.e., at least once a week) check Blackboard for messages, announcements and materials.

TEXT AND READINGS

Recreating Strategy, Stephen Cummings (Sage Publications, London, 2004): available from VUW bookshop. It is essential that all students have a copy of this book and bring it to each class as all lecture materials/overheads etc. are derived from it. **Hence, there will be no need for copies of slides etc. to be posted on Blackboard or photocopied and handed out.** *Recreating Strategy* is abbreviated to "RCS" in the course outline below. A small number of additional items will be posted on the MGMT205 blackboard site throughout the trimester.

COURSE ASSESSMENT

The course will be assessed by:

1. Individual tutorial participation (10%): while each of the MGMT 205 tutors will have different teaching styles and philosophies (which they will outline to you in the first tutorial), they will be using the following general guide to determine your tutorial participation mark.

100% (10/10):

Frequent and consistent contributions which show an excellent understanding of the case and makes significant reference to the course readings and beyond. Comments demonstrate excellent interweaving of theory and practice.

75% (7.5/10):

Frequent and consistent contributions that show a good understanding of the case and that sometimes make reference to the course readings. Comments demonstrate good interweaving of theory and practice.

50% (5/10):

Sporadic contributions to class/group discussion; comments showed some understanding of the case but made little to no reference to the course readings.

25% (2.5/10):

Negligible contribution to class/group discussion: "I came, I listened, but only participated in the proceedings on rare occasions".

0% (0/10): Any student who attended **fewer than seven** tutorials.

2. Two case summaries each worth 20% (2 x 20% = 40%). You can chose from a selection (see the lists below) of the **cases** discussed during the **lecture/workshop** programme. Each student should prepare a written summary of what they believe to be the key issues and learning points for each chosen case. Each case write-up should be no more than 1000 words. Examples of good case summaries and more information about our expectations for these summaries will be provided on blackboard and/or during classes.

Case summary 1 should be handed in to the MGMT 205 box on the mezzanine floor of Rutherford House by **5.00pm on Tuesday April 26**. You may chose from the following cases:

- *Cola, Catholics and cars* (RCS Box 2.2)
- *Who's thinking differently?* (RCS Box 3.3)
- *Mechanisms and 'Leopardisms' at the SPA* (RCS Box 4.1)
- *'Best Practice' Pilots* (RCS Box 4.2)

Case summary 2 should be handed in to the MGMT 205 box on the mezzanine floor of Rutherford House by **5.00pm on Thursday May 26**. You may chose from the following cases:

- *Channel No. 5* (RCS Box 5.2)
- *John Smith's Bitter: From Jack Dee to 2-D* (RCS Box 5.5)
- *Porter's punch* (RCS Box 6.3)
- *Four weddings and a...* (RCS Box 7.1)

3. A closed-book 3-hour exam based on a case study (50%).

Assignment Return

Case summary 1 will be returned in the tutorials during the week beginning May 9. Case summary 2 will be available to be picked up for the tutorial coordinators office from June 7. The tutorial participation marks will be returned in the tutorials in the week beginning May 23.

Process for Gaining an Extension of the Due Date for an Assignment

Write two copies of a note requesting an extension and send this to the tutorial coordinator, including the following details:

Name: Jo Bloggs
Student ID: 30000000001
Assignment: Case Study 1
Extension: Please may I have an extension for xxxx reasons.
Agreed Date:
Signed:

We do not need personal details, but a doctor's certificate is required for extensions sought on medical grounds. Only the tutorial coordinator (in consultation with the course coordinator) can grant the extension. We will mutually agree with you on the hand in time and will sign both copies. We will keep one copy and you will need to attach the other copy to your assignment when it is handed in. Occasionally students are unable to hand in this note. In this situation you may email the tutorial coordinator and, if satisfied, we will email a return note agreeing on a date to hand it in. Print this note out and attach it to your assignment. No extensions will be granted for applications made after the due date and time.

Policy and Procedure for Remarking

Every endeavour is made to ensure that the marking is consistent across tutors and fair to students.

Students may ask for either their scripts to be remarked or for extra comments on their work. If the student only asks for extra comments the work will not be remarked. If the student asks for a remark a different tutor than the original marker will do the remarking and provide additional comments. The original marking sheet is removed to aid in the process being fair.

If the mark differs by 10% or less the student will receive the average of the two marks. If the difference between the two marks is greater than 10% the assignment will be independently marked by a third marker and the average of the closest two marks will be awarded to the student.

To apply for a remark, write a note on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this in with your assignment to the tutorial coordinator. By applying for a remark you must accept that your mark could go either up or down. Applications for remarks close one week after the return date and time for that piece of assessment. Allow up to two weeks for remarks to be completed. There will be no remarks for tutorial contribution.

MANDATORY COURSE REQUIREMENTS (Terms)

To fulfill the mandatory course requirements for this course you must:

1. Attend seven tutorial sessions.
2. Submit both assignments. Late assignments will have their mark reduced by 0.5 of a mark (out of 20) for each day it is overdue unless there is a very good reason and documentary evidence as to why it was late (e.g., a medical certificate). Assignments will not be accepted that are over a week late. Assignments exceeding the word limit will have 3 marks deducted.

Students who fail to satisfy the mandatory requirements for passing this course, other than the requirement to obtain a C grade overall, will not receive a graded result, and their records will show an ungraded fail. Inquiries relating to these matters should be directed in the first instance to the tutorial coordinator.

COURSE PROGRAMME

1. WEEK BEGINNING MONDAY 21 FEBRUARY

Tuesday Workshop:

No Workshop

Friday Lecture:

How strategic management perspectives are limited by historical conventions.

Tutorial:

No tutorial

Required Reading:

ReCreating Strategy (RCS) chapter 1: “Deconstructing History, ReCreating Strategy”

Lecture case:

• *How management’s history limits management (RCS Box 1.1)*

2. WEEK BEGINNING MONDAY 28 MARCH

Tuesday Workshop:

No Workshop

Friday Lecture:

Different ways of looking strategically: Premodern, Modern and Postmodern (1).

Tutorial:

No tutorial

Required Reading:

RCS chapter 2: “Premodernism, Modernism and Postmodernism”

Lecture case:

• *Postmodern sneakers (RCS Box 2.1)*

3. WEEK BEGINNING MONDAY 7 MARCH

Tuesday Workshop:

No workshop

Friday Lecture:

Different ways of looking strategically: Premodern, Modern and Postmodern (2).

Tutorial:

Outlining the 205 tutorial philosophy

Required Reading:

RCS chapter 2:
“Premodernism, Modernism and Postmodernism”

Tutorial Case:

“It’s a fad world”
(case will be provided in tutorial)

Lecture case:

• *Cola, Catholics and cars* (RCS Box 2.2)

4. WEEK BEGINNING MONDAY 14 MARCH

Tuesday Workshop:

Video – “Why the Industrial Revolution Happened”

The historical development of strategy

Required Reading:

RCS chapter 3:
“Deconstructing Management’s History”

Tutorial case:

Natural History New Zealand (RCS Cases section p.316)

Lecture cases:

• *The trouble with Chester Barnard’s Greek* (RCS Box 3.1)

• *Hammered home: BPR* (RCS Box 3.2)

• *Who’s thinking differently?* (RCS Box 3.3)

Friday Lecture:

Tutorial:

5. WEEK BEGINNING MONDAY 21 MARCH

Tuesday Workshop:

Video – “Masters of the Universe – McKinsey’s Training School.”

Friday Lecture:

No lecture due to Easter break

Tutorial:

No tutorials due to Easter break

EASTER HOLIDAY

6. WEEK BEGINNING MONDAY 11 APRIL

Tuesday Workshop:

Guest Speaker – Alan Chiew, strategy consultant at Deloitte

Strategic management’s historical limitations

Required Reading:

RCS chapter 4: “Management’s Historical Limits”; introduction to Part II (pp. 175-180)

Lecture cases:

- *SPA* (RCS Box 4.1)
- *‘Best Practice’ Pilots* (RCS Box 4.2)
- *Telco NZ* (RCS Box 4.3)

Tutorial Case:

Taytos (RCS cases section p. 303)

Who’s thinking differently? (RCS Box 3.3)

Friday Lecture:

Tutorial:

7. WEEK BEGINNING MONDAY 18 APRIL

Tuesday Workshop:

Video - "Millennium Dome"

Friday Lecture:

Reconceptualizing business ethics.

Required Reading:

RCS chapter 5 "Re-Conceptualizing Business Ethics"

Lecture cases:

- *How external consultants can diminish an organization's ethos* (RCS Box 5.1)
- *Channel No. 5* (RCS Box 5.2)
- *M&S* (RCS Box 5.3)
- *Discussions toward a code* (RCS Box 5.4)

Tutorial:

Tutorial Case:

The NHS: Like a Virgin? (RCS Box 4.4)

8. WEEK BEGINNING MONDAY 25 APRIL

Tuesday Workshop:

Case + Video: *John Smith's Bitter: From Jack Dee to 2-D* (RCS Box 5.5)

Friday Lecture:

Reconceiving strategy (a). 'Top-down' approaches and Michael Porter

Required Reading:

RCS chapter 6: "ReConceiving Strategy"

Lecture case:

- *Porter's punch* (RCS Box 6.3)

Tutorial:

Tutorial Case:

Ottakar's UK (RCS Cases section p.306)

9. WEEK BEGINNING MONDAY 2 MAY

Tuesday Workshop:

- *Skil Saws* (case will be provided in week 8's lecture)

Friday Lecture:

***Reconceiving strategy (b).
Emergent approaches to strategy***

Lecture cases:

- *An alternative 'first strategist'* (RCS Box 6.1)
- *Networks shape strategy* (RCS Box 6.4)

Tutorial:

Tutorial Case:
Nike (RCS Cases section p.308)

10. WEEK BEGINNING MONDAY 9 MAY

Tuesday Workshop:

Case + Video: HSBC, *Ethos* + *strategy* (RCS Box 6.5)

Lecture:

Regenerating strategic change

Required Reading:

RCS chapter 7:
"ReGenerating Change"

Lecture cases:

- *Four weddings and a...* (RCS Box 7.1)
- *Folkdevils United* (RCS Box 7.2)

Tutorial:

Tutorial case: *A Tale of Two Breweries* (Cases section p.297)

11. WEEK BEGINNING MONDAY 16 MAY

Tuesday Workshop:

No workshop

Friday Lecture:

Capstone case and course review

Lecture case:

Pringle of Scotland
(case will be provided on blackboard)

Tutorial:

Tutorial case:

Deconstructing and reconfiguring the value chain: Levis + Land Rover (case provided on blackboard)

12. WEEK BEGINNING MONDAY 23 MAY 2004

Tuesday Workshop:

Exam preparation

Friday Lecture:

No lecture

Tutorial:

Tutorial programme review

Tutorial case:

Ethos + strategy + change: Postman Pat? (RCS Box 7.3)

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GENERAL UNIVERSITY POLICIES AND STATUTES

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at:

www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.