

Victoria University of Wellington



MASTER OF STRATEGIC STUDIES PROGRAMME

STRA 502

STRATEGIC ANALYSIS

(First Trimester Course – 15 points)

2005 COURSE OUTLINE

Co-ordinator:

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Module Dates, Times and Locations

Module One: Wednesday 16 February 2005 8:30am - 6:00pm

Module Two: Wednesday 6 April 2005 8:30am - 6:00pm

Module Three: Wednesday 1 June 2005 8.30am - 6.00pm

Locations: Pipitea Campus.
Rooms will be advised prior to each module.

Course Objectives

A broad qualitative survey of the main futures tools used in long-range strategy assessment and formulation of strategic policy options in both public and private sector contexts. Tools illustrated and discussed will include environmental scanning and assessment, futures wheels, scenario analysis, simulation, experimentation and gaming.

Readings

An initial set of readings are included for Module One, and an initial reading on war gaming and simulation for Module Two. Further readings will be distributed during the course.

Students should download the RAND book 'Shaping the Next One Hundred Years: New Methods for Quantitative, Long-Term Policy Analysis' by Robert Lempert et al from the RAND web site. See <http://www.rand.org/publications/MR/MR1626/>

Another useful reference book is a tools book by Dr. Suzanne Turner called 'Tools for Success: A Manager's Guide', McGraw-Hill, London, 2002 which covers (very briefly) 94 strategic analysis tools/methods.

Books are available from Vicbooks, Student Union Building, Gate 3, Kelburn Parade, PO Box 12337, Wellington. You can purchase textbooks in person or by mail order, telephone (04) 463 - 5515, fax (04) 471 - 2124, email: vuwtexs@vicbooks.co.nz or online: www.vicbooks.co.nz.

Course Structure

Module One:

- Introduction to the course
- A survey of strategic analysis approaches
- The basics of futures thinking
- A survey of future methods, tools and approaches
- Three of the more common tools: environmental scanning and assessment, futures wheels and scenario analysis
- Applying these three tools to a key strategic issue (class exercise)

Module Two:

- Introduction to simulation, experimentation and gaming
- Syndicate exercise in simulation and gaming methods (class exercise)
- Developing insights from experimentation to inform decision-making and strategy formulation

Module Three:

- Some examples of long-range strategy assessment and formulation of strategic policy options in the New Zealand Public Sector context
- Case Study Presentations by Students
- Course review and consolidation

Assessment

The following are the proposed revised assessment requirements for STRA 502, based on discussion in class at the first module on 16 February and a follow up discussion at the first learning syndicate meeting on 9 March:

- One essay of 2,000 words (30%), reflecting course members' broad understanding of the methods and tools that may be used in strategic analysis for simulation, experimentation and gaming. The essay topic will be confirmed immediately following the second module at which these methods will be discussed and presented by Richard Hodge of the Booz Allen Consulting Practice in Canberra – ***due date and time for the finished essay is 5.00 pm Wednesday 4 May.***
- A case study (70%), based on Geoff Coyle's text on Practical Strategy¹. Working either in a class syndicate or as an individual, the purpose of the case study is to allow you to demonstrate your ability to understand and apply the Coyle strategic analysis methodology to a current strategic issue in either the New Zealand public or private sectors. There are two separate stages involved in the case study:
 - (a) An oral presentation (up to 40 minutes, but with time to be confirmed once the number of presentations have been established) of the completed case study to the class when it meets for the Third Module on 1 June. The presentation will be on either a syndicate basis or as an individual (your choice) and will not form part of the assessment.
 - (b) A written report on the case study by each class member. The written report will comprise either a critique of the methodology or the content of the strategic analysis. ***Final reports from individual class members are due at 5.00 pm on Wednesday 15 June.***

¹ Geoff Coyle (2004). *Practical Strategy: Structured Tools and Techniques*. Pearson Education Ltd, Edinburgh Gate.

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 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 VUW 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 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 and staff, information from the Internet, software programs and other electronic material, designs and ideas. It also includes the organisation or structuring of any such materials.

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 penalised 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, Telephone: (04) 463 - 6070, Email: disability@vuw.ac.nz.

The name of your School’s Disability Liaison Person is in the relevant prospectus or can be obtained from the Administrative Assistant.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, the following staff members will either help you directly or quickly put you in contact with someone who can.

	<u>Staff</u>	<u>Location</u>
FHSS	Ann McDonald	Student Support Coordinator, 2 Wai - te - ata Road
Law	Kirstin Harvey	Old Government Building, room 103
Science, and Architecture and Design	Liz Richardson	Cotton Building, room 150
Commerce and Administration	Colin Jeffcoat	Railway West Wing, room 119
Kaiwawao Maori	Liz Rawhiti	Old Kirk Building, room 007
Manaaki Pihipihinga	Melissa Dunlop	14 Kelburn Parade, room 109D
Victoria International	Anne Cronin	10 Kelburn Parade, room 202

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/ Email student-services@vuw.ac.nz.

VUWSA employs two Education Co-ordinators 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, Telephone: (04) 463 - 6983 or (04) 463 - 6984, Email education@vuwsa.org.nz.