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VICTORIA UNIVERSITY OF WELLINGTON  
*Te Whare Wānanga o te Ūpoko o te Ika a Māui*



VICTORIA  
MANAGEMENT SCHOOL  
*Te Kura Whakahaere*

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MGMT418

## CURRENT TOPICS IN STRATEGIC MANAGEMENT

Second Trimester 2005

### Course Outline

**Course Coordinator:**

**Sally Riad**

Rutherford House 909, tel 463 5079  
sally.riad@vuw.ac.nz

**Administration Assistant:**

Tricia Lapham

Rutherford House 919, tel. 463 5381

**Time and Location:**

Thursdays 9:30 to 12:20 in Railway 127

### OBJECTIVES

The course aims at enabling participants to:

- Develop an understanding of some current topics in strategic management;
- Gain knowledge of the debates on those topics;
- Develop the capability to reflect critically on strategic management more broadly as well as the topics covered specifically;
- Gain experience with utilizing some of the analytical approaches covered.

The assessment for the course is structured to develop and gauge students' understanding of the topics covered, their ability to apply some of the models discussed and their ability to engage with various issues critically.

### CONTENT

This course considers some current topics in strategic management and their implications for managing organisations. The specific topics covered include strategic management in the public sector, merger management, knowledge management and post-modern perspectives of strategic management. For detailed content, refer to the session outline overleaf.

## Session Outline

<b>Session</b>		<b>Topic</b>
One:	7 July	<i>Topic 1:</i> Strategic management in the public sector
Two:	14 July	<i>Topic 1:</i> Strategic management in the public sector
Three:	21 July	<i>Topic 1:</i> Strategic management in the public sector
Four:	28 July	<i>Topic 2:</i> Merger and acquisition management
Five:	4 Aug	<i>Topic 2:</i> Merger and acquisition management
Six:	11 Aug	<i>Topic 2:</i> Merger and acquisition management
<b>Mid-Trimester Break</b>		
Seven:	1 Sep	<i>Topic 2:</i> Knowledge management
Eight:	8 Sep	<i>Topic 2:</i> Knowledge management
Nine:	15 Sep	<i>Topic 2:</i> Knowledge management
Ten:	22 Sep	<i>Topic 4:</i> Strategy and communication
Eleven:	29 Sep	<i>Topic 4:</i> Postmodern perspectives on strategy
Twelve:	6 Oct	<i>Topic 4:</i> Postmodern perspectives on strategy

## ASSESSMENT

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<b>1. Contribution to session discussions</b>		10%
<p>Participants have as much to learn from each other as from the lecturer. Hence effective contribution is a key part of the assessment. For effective contribution you will need to read the materials before the session and structure your thoughts on the various issues. The assessment focuses on the <i>quality</i> of the insights you offer to the topic and the case.</p>		
<b>2. Essay</b>	Due 8 August	25%
<p><i>What does strategic management offer the public sector?</i></p> <p>Following the conventions of essay writing, you will construct your own position on the above question based on a search of the literature. You will then illustrate your arguments using examples from public organisations. Further details of the essay question will be handed out in class.</p>	Word guide: 2000 words	
<b>3. Analysis report</b>	Due 30 September	40%
<p>You will choose one of the following topics for your report, developing it <i>from public sources only</i>:</p> <p><b>EITHER</b> <b>Analysing a merger's integration</b></p> <p>Report will focus on a recent merger/acquisition, analysing its motives and identifying the implications for integration. Details of the full report will be handed out in class.</p> <p><b>OR</b> <b>Developing a knowledge management strategy</b></p> <p>Report will focus on designing a knowledge management strategy that would enable an organisation's overall strategy. Details of the full report will be handed out in class.</p>	Word guide: 3000 words	
<b>4. Essay</b>	Due 17 October	25%
<p><i>What does a postmodern perspective on organization offer strategic management?</i></p> <p>Following the conventions of essay writing, you will select one or more core topics in strategic management and discuss the utility of a postmodern approach to the topic(s). Further details of the essay question will be handed out in class.</p>	Word guide: 2000 words	

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## READINGS

The readings for this course will be issued in class before the start of each topic. A reading list will be distributed with each set of readings. In class, students are expected to have covered the readings for that session and to contribute to the seminar's discussion of these readings. As part of this general discussion, each student will prepare a one-page summary analysis of one of the readings to present to the others in class.

## LATE ASSIGNMENTS

In fairness to students who complete work on time, work submitted after the due date/time would incur penalties for lateness. The penalty is up to 5% of the report's grade per day (or part thereof) late. If the report is over 1 week late, it will not be accepted and will earn a score of 0 marks. Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement) may lead to a waiver of this penalty but need to be discussed with Sally Riad as soon as possible (prior to the due date when feasible).

## MANDATORY REQUIREMENTS

Unless you have received the *prior* approval of the course coordinator, you must:

- a. attend a minimum of **nine** of the twelve sessions **and**
- b. submit the three assignments by the due dates

In order to pass the course you must satisfy the mandatory requirements and obtain at least 50% of the overall course marks available.

## ADDITIONAL INFORMATION

Sally Riad will state any additional announcements in class as well as email the participants. Make sure that you add your email address to the list circulated during the first session.

If you are unable to make it to a session, you can collect the handouts after class from Tricia Lapham, RH 919.

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## **Faculty of Commerce and Administration Offices**

### Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

### Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 5:00 pm during Trimester 2, offers the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Please note:

There will be a Student Administration Adviser, from the RWW office, based in EA005 from Monday 27 June to Friday 1 July (9:00 am to 5:00 pm) and from Monday 4 July to Friday 22 July (11:00 am to 1:00 pm).

## **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](http://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](http://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](http://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](http://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](http://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](mailto: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/](http://www.vuw.ac.nz/st_services/) or email [student-services@vuw.ac.nz](mailto: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](mailto:education@vuwsa.org.nz).

## **Maori and Pacific Mentoring programme (Manaaki Pihipihinga)**

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:

Melissa Dunlop, Programme Coordinator

Ph: 463 6015 or Email: [Maori-Pacific-Mentoring@vuw.ac.nz](mailto:Maori-Pacific-Mentoring@vuw.ac.nz)