

Victoria Management School

MMBA 534
STRATEGIC MANAGEMENT

Summer Trimester 2005

COURSE OUTLINE

Contact Details:	Stephen Cummings Rutherford House 930 Telephone: 463 6931 Email: stephen.cummings@vuw.ac.nz
Start Date:	12 November
Format:	Saturday 12, 19, 26 November and 3 December
Lecture Times:	9:00am until 4:00pm all four Saturdays
Location:	RHLT1

SYNOPSIS, AIMS AND 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 environmental developments.

Management 534 begins by interrogating 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, in addition to 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 globalization.

We then examine 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 change.

TEXTBOOK

Recreating Strategy, Stephen Cummings (Sage Publications, London, 2002), available from VicBooks. In addition to this text a reading pack containing the following extra required readings for the course will be provided:

1. "The Perils of the Imitation Age", *Harvard Business Review* (June, 2004)
2. *Skil Saws case*
3. "The Future Shape of Strategy", *Academy of Management Executive* (2003)
4. "Strategy as Intention and Anticipation", *Images of Strategy*, Blackwell (2003)
5. *Pru Stories Case*

COURSE PROGRAMME

Management 534 is taught over four consecutive Saturdays. Classes start at 9am and conclude at 4pm with a one-hour lunch break from 12-1. RCS in the following list = the course text *Recreating Strategy*

Module 1: 12 November 2005

1. How strategic management perspectives are limited by the history of management.

Reading: *Recreating Strategy*, chapter 1: "Deconstructing History, Recreating Strategy"
The Perils of the Imitation Age, *Harvard Business Review* (2004)

Discussion cases:

- *How management's history limits management* (RCS Box 1.1)
- *Ottakars UK – Living With the Amazons* (Cases section p.305)

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

Reading: *Recreating Strategy*, chapter 2: "Premodernism, Modernism and Postmodernism"

Discussion cases:

- *Postmodern sneakers* (RCS Box 2.1)
- *Cola, Catholics and cars* (RCS Box 2.2)

3. The historical creation of strategy.

Reading: *Recreating Strategy*, chapter 3: "Deconstructing Management's History"

Discussion 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)

4. Integrating video case: "Masters of the Universe – McKinsey's Training School."

Module 2: 19 November 2005

1. Strategic management's limitations

Reading: *Recreating Strategy*, chapter 4: "Management's Historical Limits"
 Recreating Strategy, introduction to Part II "Recreating Strategy" (pp. 175-180).

Discussion cases:

- *Mechanisms and 'Leopardisms' at the SPA* (RCS Box 4.1)
- *'Best Practice' Pilots* (RCS Box 4.2)
- *Centralization vs. decentralization at Telecom NZ* (RCS Box 4.3)
- *The NHS: Like a Virgin?* (RCS Box 4.4)

2. Reconceptualizing business ethics.

Reading: *Recreating Strategy*, chapter 5 "Reconceptualizing Business Ethics"

Discussion cases:

- *How external consultants can diminish an organization's ethos* (RCS Box 5.1)
- *Channel No. 5* (RCS Box 5.2)
- *John Smith's Bitter: From Jack Dee to 2-D* (RCS Box 5.4)

3. Integrating video case: "Trouble at the Big Top: The Millenium Dome"

Module 3: 26 November 2005

1. Reconceiving strategy 1. Michael Porter and conventional strategy frameworks

Reading: *Recreating Strategy*, chapter 6: "Reconceiving Strategy"
 Skil Saws case

Discussion case:

- *Porter's punch* (RCS Box 6.2)

2. Integrating video case I: "Michael Porter presents Skil Saws"

3. Integrating video case II: HSBC "The World's Local Bank" (refer to RCS Box 6.4)

4. Reconceiving strategy 2. Alternative and additional approaches to strategy

Reading: "Strategy as Intention and Anticipation", *Images of Strategy* (2003)
 "The Future Shape of Strategy", *Academy of Management Executive* (2004)

Discussion cases:

- *"Customers! Those bastards!"* (case in *Images of Strategy* chapter)
- *Pru Stories* (case in reading pack)

Module 4: 3 December 2005

1. Regenerating change

Reading: *Recreating Strategy*, chapter 7: “Regenerating Change”

Discussion cases:

- *Four weddings and a...?* (RCS Box 7.1)
- *Folkdevils United* (RCS Box 7.2)
- *Ethos + strategy + change: Post Postman Pat?* (RCS Box 7.3)

2. Integrating Video Case: Pringles of Scotland

3. Conclusions, review and assignment preparations.

TEACHING STAFF

Stephen Cummings

Stephen Cummings is professor of strategic management at Victoria Management School and a visiting professor at Ecole Nationale des Ponts et Chaussees Paris, Warwick Business School, UK and Ecole Hassania Casablanca, Morocco. He is the author of *Recreating Strategy* (Sage, London, 2002) and editor of *Images of Strategy* (Blackwell, Oxford, 2003) and has published papers in journals such as *The Academy of Management Executive*, *Deusto*, *Harvard Business Review*, *Long Range Planning*, *Organization Studies*, and *Business Horizons*. He is director of executive programs at VMS and has developed and taught on executive programs for a number of corporations, including HSBC, GKN Westland, Philips, The Financial Times, Corus and Prudential.

COURSE ASSESSMENT

The course will be assessed by:

1. Two case summaries by groups (20% x 2 = 40%) to be chosen from any of the **case box** examples taken from the course text. Each group should collectively prepare a written summary of what they believe to be the key issues and learning points for each chosen case. Each case summary should be no more than 1500 words. Examples will be provided during class.

Case 1 should be handed in by 9.00am on Saturday **26th November 2004**

Case 2 should be handed in by 5.00pm on Friday **9th December 2005**

2. An individual project that applies theories and framework taught during the course to either on of the five long cases at the end of the course text or a company familiar to the individual. This assignment must be no longer than 3000 words excluding appendices (60%).

Deadline: 5.00pm on Monday **30th January 2006**

Victoria MBA Grading Standards

- Victoria MBA - **Excellent** Category
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.
- Victoria MBA - **Very Good** Category
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.
- Victoria MBA - **Good** Category
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- Victoria MBA - **Satisfactory** Category
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.
- Victoria MBA - **Unsatisfactory** Category
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.

Please note that the MBA Board of Studies (End of Course Marks Meeting) reserves the right to adjust final grade distributions in order to achieve meaningful grading standards and equity in the application of evaluation standards across various MBA courses.

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 12 noon during the Summer Trimester, and 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.

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.

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