



Victoria Management School

MGMT 205 STRATEGIC MANAGEMENT

Trimester 1 2006

COURSE OUTLINE

CONTACT DETAILS

TEACHING STAFF

Professor Stephen Cummings

Course Coordinator

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

ADMINISTRATION ASSISTANT

Patricia Lapham

Room: RH 919, Rutherford House
Phone: 463 5381
Email: patricia.lapham@vuw.ac.nz

TUTORIAL COORDINATOR

tba

Room: RH 120
Phone: 463-6968

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

CLASS TIMES and ROOM NUMBERS

Lectures

Tuesday 8.30 – 10.20am Rutherford House LT 1

Workshop

Monday 8.30 – 9.20am Rutherford House LT 1

NB. The first class will take place on Tuesday the 28th of February – there will be no workshop on Monday the 27nd of February.

Tutorials

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 examination.** The final examination will be held in the period June 9 to June 24, 2006.

Tutorials are scheduled for Thursdays and Fridays. Tutorial sign-up will take place during the second workshop on Monday 6th March. **Please ensure that you attend this workshop, as requests will not be taken by email or by phone.**

If you have special circumstances that limit your availability for tutorial times then it is important you attend the workshop in week 2. If you miss the tutorial sign up please see **Tricia Lapham in RH 919**. Any student who signs up for a tutorial after the workshop is unlikely to get their preferred tutorial time.

Tutorial lists will be posted on the MGMT 205 Blackboard site and on the Management Notice Board on the Mezzanine Floor of Rutherford House by **6pm Wednesday 8th March.**

Once tutorial allocations have been made, changes will only be made in exceptional circumstances and students requesting a change of tutorial will have to provide documentary evidence of reasons for the requested change. **Please note that employment is not generally considered an exceptional circumstance.**

INTRODUCTION AND COURSE OBJECTIVES

This course builds on the issues raised in many of the courses that students will have already followed on their degree programme. The main objective is to extend 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 that students should become familiar with include:

- the over-reliance on external consultants; and
- the overuse of generic solutions and buzzwords (e.g., best practice, e-commerce & globalisation).

Part 2: Recreating Strategy examines how we might rethink and develop conventional approaches to strategy by questioning the established history of the field. Students should be able to develop individualized strategies by using:

- a corporation's identity or *ethos*;
- network and knowledge-based organizational forms;
- particular strategy 'maps'; and
- individualized approaches to managing strategic change.

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.

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 are taken from it. *Recreating Strategy* is abbreviated to "RCS" in the course programme and the

end of this outline. A small number of additional items will be posted on the MGMT205 blackboard site throughout the trimester.

COMMUNICATION

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials. Please ensure that you have access to Blackboard once you have registered for the course.

EMAIL CONTACT

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg
MGMT300_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

ASSESSMENT REQUIREMENTS

A student's overall grade in the course will be determined in the following manner:

1. Individual tutorial participation (10%): MGMT 205 tutors 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 choose 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.

Students will prepare two copies of each assignment, keeping the second copy for their own reference and for use during the course. Students must also keep an electronic copy of their assignment.

You may discuss work with other students; but reports must be individual submissions.

Case summary 1 should be handed in to the MGMT 205 box no. 24 on the mezzanine floor of Rutherford House by **5.00pm on Thursday April 6**. You may choose 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 no. 24 on the mezzanine floor of Rutherford House by **5.00pm on Tuesday May 23**. You may choose 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 examination based on a case study (50%).

Overall Pass Mark - for the course will be **50%** of the total marks available ie 50 marks

6 Mandatory Course Requirements for passing the course

- comprise:
 - i) attendance for **at least 7 out of 9** tutorials
 - ii) submission of **all assignments by the due dates**
 - iii) obtaining **at least 40% in the exam**.

- Students who fail to satisfy all of these mandatory requirements but who obtain 50% or more overall, will be awarded a "K" grade.

- Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, whether or not the mandatory course requirements have been satisfied.

For example, a student who obtains an overall course mark of 35 and does not fulfil one or more of the mandatory course requirements will be given an E grade. A student who fails to sit an examination will have their course mark calculated with an entry of Zero for the exam and their grade determined in the usual way.

- Notice of Failure to meet Mandatory Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board. Students will be expected to check both places for notification.

HANDING IN ASSIGNMENTS

Assignments should be placed, in hard copy form, in the MGMT 205 box no. 24 on the mezzanine floor of Rutherford House by the due time on the due date. Assignments received after that time will be deemed to be late, and must be handed to the Tutorial Coordinator for this course.

All Hand-Ins should have: a Assignment Cover Sheet stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

GRADING GUIDELINES

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	Failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment.

PENALTIES - for Lateness & Excessive Length of Assignments

(i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late. Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Requirements**.

(ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties.

Extensions to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.

(iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the Tutorial Coordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

(iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Tutorial Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.

(v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be X% of the grade for an assignment which is X% over the word limit.**

POLICY AND PROCEDURE FOR REMARKING ASSIGNMENTS

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

Students may ask for their assignments to be remarked. If a student asks for a remark a different tutor than the original marker will do the remarking. 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 (no more than one page) 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.

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. To check for opening hours call the office on (04) 463 5376.

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 is available for 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.

Check with the Student Administration Office for opening times (04) 463 5376.

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.

Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network.

If you would like to register as a mentor or mentee please contact the coordinator.

Where:

Melissa Dunlop
Programme Coordinator
Room 109 D
14 Kelburn Parade: back courtyard
Ph: (04) 463 6015
Email: Maori-Pacific-Mentoring@vuw.ac.nz

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.



Victoria Management School

MGMT 205 STRATEGIC MANAGEMENT

Trimester 1 2006

Assignment Cover Sheet

Assignment No. ____

Topic: _____

Due ____ __ 2006

My Tutor is : _____

My Tutorial Day is: _____

My Tutorial Time is: _____

Name: _____

Student ID: _____

Lecturer: _____ Stephen Cummings _____

MGMT 205 COURSE PROGRAMME

1. WEEK BEGINNING MONDAY 27 FEBRUARY

Monday Workshop:

No Workshop

Tuesday Lecture:

Introduction

Tutorial:

No tutorial

2. WEEK BEGINNING MONDAY 6 MARCH

Monday Workshop:

Tutorial sign up

Tuesday Lecture:

How strategic management perspectives are limited by historical conventions

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

Lecture case:

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

Tutorial:

No tutorial

3. WEEK BEGINNING MONDAY 13 MARCH

Monday Workshop:

No workshop

Tuesday Lecture:

Different ways of thinking strategically: Premodern, Modern and Postmodern

Required Reading: RCS chapter 2: “Premodernism, Modernism and Postmodernism”

Lecture cases:

- *Postmodern sneakers* (RCS Box 2.1)
- *Cola, Catholics and cars* (RCS Box 2.2)
- *Ottakars* (RCS p. 305)

Tutorial 1:

Tutorial Case:

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

4. WEEK BEGINNING MONDAY 20 MARCH

Monday Workshop:

No workshop

Tuesday Lecture:

The historical development of strategy

Required Reading: RCS chapter 3: “Deconstructing Management’s History”

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)

Tutorial 2:

Tutorial case:

Natural History New Zealand (RCS p.316)

5. WEEK BEGINNING MONDAY 27 MARCH

Monday Workshop:

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

Tuesday Lecture:

Strategic management’s historical limitations

Required Reading: RCS chapter 4: “Management’s Historical Limits” + RCS 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 4:

Tutorial case:

Like a Virgin (RCS Box 4.4)

6. WEEK BEGINNING MONDAY 3 APRIL

Monday Workshop:

Video case - “Millennium Dome”

Tuesday 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 4:

Tutorial Case:

John Smith’s Bitter: From Jack Dee to 2-D (RCS Box 5.5)

*****Case summary 1 should be handed in to the MGMT 205 box no. 24 on the mezzanine floor of Rutherford House by **5.00pm on Thursday April 6.*******

EASTER HOLIDAY

7. WEEK BEGINNING MONDAY 24 APRIL

Monday Workshop:

No workshop

Tuesday Lecture:

No lecture due to ANZAC day holiday

Tutorial 5:

Tutorial Case:

Taytos (RCS cases section p. 303)

8. WEEK BEGINNING MONDAY 1 MAY

Monday Workshop:

No workshop

Tuesday Lecture:

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

Required Reading: RCS chapter 6: “ReConceiving Strategy”

Tutorial 6:

Tutorial Case:

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

9. WEEK BEGINNING MONDAY 8 MAY

Monday Workshop:

Case + Video: *Skil Saws* (case will be provided in week 8’s lecture)

Tuesday Lecture:

Reconceiving strategy (b). Emergent approaches to strategy

Lecture cases:

- *An alternative ‘first strategist’* (RCS Box 6.1)
- *Deconstructing and reconfiguring the value chain: Levis* (RCS Box 6.2)
- *Porter’s punch* (RCS Box 6.3)
- *Networks shape strategy* (RCS Box 6.4)
- *Ethos + strategy* (RCS Box 6.5)

Tutorial 7:

Tutorial Case:

A Tale of Two Breweries (RCS p..297)

10. WEEK BEGINNING MONDAY 15 MAY

Monday Workshop:

Video case: Nike

Tuesday 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 8:

Tutorial case:

Nike (RCS p. 308)

11. WEEK BEGINNING MONDAY 22 MAY

Monday Workshop:

No workshop

Tuesday Lecture:

Keystone case

Lecture case:

Pringle of Scotland (case will be provided on blackboard)

Tutorial 9:

Tutorial case:

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

*****Case summary 2 should be handed in to the MGMT 205 box no. 24 on the mezzanine floor of Rutherford House by **5.00pm on Tuesday May 23.*******

12. WEEK BEGINNING MONDAY 29 MAY

Monday Workshop:

No workshop

Friday Lecture:

Course Review and Exam preparation

Tutorial:

No tutorial

