



## VICTORIA MANAGEMENT SCHOOL

# MMBA 535 ADVANCED STRATEGIC MANAGEMENT

Trimester 1 2006

## COURSE OUTLINE

### Contact Details

Lecturer: David Smith  
Email: [david@stratcom.co.nz](mailto:david@stratcom.co.nz)  
Phone: 06 364 3664  
Fax: 06 364 3635  
Mobile: 027 446 7476

### Class Times and Room Numbers

Mondays, 17.40 – 19.30  
RWW128

No final examination.

### Course Objectives

The focus of this topic is upon the contribution that strategy can make to successful performance, through understanding the linkages between an organisation and its environment. Strategy is about determining the long-term goals and objectives for an organisation, and deciding upon a course of action to achieve these. Its study encompasses three broad areas of activity: strategic analysis, strategic choice and strategy implementation. Though conceptually separable, in practice these three aspects of strategy are closely intertwined, and it is hard to focus on one without to some extent involving the other two. However, it is useful to divide the study of strategy into these areas to facilitate the study of concepts and theories, tools and techniques associated with strategic management.

Advanced Strategic Management provides an opportunity to integrate knowledge and insights from other subjects on the MBA programme, including the study of the organisation's external environment, its resources and capabilities, and its competitive strategy. The principal objectives of the course are:

1. To apply concepts and theories covered in various MBA topics to strategic issues facing organisations;
2. To introduce, and provide practice in the use of, a variety of tools and techniques that might assist with the development of strategy;
3. To provide frameworks to assist with the process of strategic planning;
4. To develop skills in strategic thinking.

### **Course Content**

This course comprises 12 two-hour sessions (which includes lectures, case analyses, discussion of reading, class discussion) which, take place on Monday evenings (17.40 – 19.30) commencing 27 February 2006 and concluding 29 May 2006.

Due a conflict of commitments with other teaching in March and April, it has been necessary to modify the above timetable to include a double class session on the first Monday of the scheduled Easter break (10 April). This is offset by the cancellation of classes on 20 March and 24 April (normally these would be scheduled class days). The changes will be discussed at the first class.

### **Reading/Text book**

Robert M. Grant (2005) *Contemporary Strategy Analysis*. (5<sup>th</sup> edition), Blackwell Publishing. (\*)

\* As well as the textbook, this course will rely on additional case material.

### **Materials and Equipment**

Unless otherwise indicated, all assignments should be submitted in hard copy on white A4 bond paper, using word processing technology.

### **Assessment Requirements**

Contribution to class and case discussions (individual assessment) 10%

This is an assessment of the quality and quantity of the contribution of individual course members to class discussion based on the following criteria:

- Relevance of points made to discussion
- Analysis and implications of facts
- Linking contribution to that of others
- Extending others' understanding of issues
- Listening to others' views
- Attendance at classes

Written case analysis (group assessment) 35%

A written report (4,000 – 5,000 words) that answers the assigned questions on the following case: *Nucor at a Crossroads* (due date 22 May)

Strategic plan (individual assessment) 55%

Prepare a strategic plan for an organisation or SBU of your choice (4,000 – 5,000 words). The format for the plan is flexible, but due attention should be paid to the key elements of strategy as covered in the course: strategic analysis, strategic options and choice, and strategy implementation (due date 12 June – 2 weeks after last class).

### **Penalties**

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

### **Mandatory Course Requirements**

#### Obtaining Terms

To obtain terms, students are required to attend classes and fully/equitably participate in class discussions.

#### Passing the Course

In order to pass this course, students are required to obtain at least fifty percent of the overall course marks available.

Victoria MBA Grading Standards are as follows:

#### Excellent Category

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.

#### Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

#### Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

#### Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

### Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

### Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

### Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

### Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

### Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements.

### Lecture and Reading Schedule – MMBA 535

Session	Date	Topic	Basic Reading
1	27 February 17.40 – 19.30	- Course Introduction - The Nature of Strategy	Grant, Chs.1 & 2
2	6 March 17.40 – 19.30	- Industry Environment	Grant, Ch.3
3	13 March 17.40 – 19.30	-Inter-industry Analysis	Grant, Ch.4
	20 March	- no class	
4	27 March 17.40 – 19.30	- Resources & Capabilities	Grant, Ch.5
5	3 April 17.40 – 19.30	- Organisational Structure	Grant, Ch.6

6 & 7	10 April 17.40 – 21.30	- Markets & Competitors - Competitive Positioning (NOTE DOUBLE SESSION)	Grant, Chs.7,8,9
	17 April	- no class (EASTER MONDAY)	
	24 April	- no class	
8	1 May 17.40 – 19.30	- Corporate Strategy	Grant, Chs.13,14,15,16
9	8 May 17.40 – 19.30	- Strategic Options & Choice	Grant, Chs.10,11,12
10	15 May 17.40 – 19.30	- Evaluation & Selection	Grant, Chs.10,11,12
11	22 May 17.40 – 19.30	- Strategy Implementation	Grant, Chs.10,11,12
12	29 May 17.40 – 19.30	- Strategic Management Review	Grant, Ch.17

### Case Schedule – MMBA 535

<u>Session</u>	<u>Date</u>	<u>Topic</u>	<u>Materials</u>	<u>Instructions</u>
1	27 Feb	Nature of Strategy		
2	6 Mar	Industry environment	Corus	Prepare answers to questions for class discussion
3	13 Mar	Inter-Industry analysis	European Brewing Industry	Prepare answers to questions for class discussion
4	27 Mar	Resources & Capabilities	Brewery Group Denmark	Prepare answers to questions for class discussion
5	3 Apr	Organisational Structure		
6 & 7	10 Apr	Markets & Competitors	Skil Corporation	Prepare answers to questions for class discussion

8	1 May	Corporate Strategy	Vitalograph	Prepare answers to questions for class discussion
9	8 May	Strategic Options & Choice	Doman Synthetic Fibres	Prepare answers to questions for class discussion
10	15 May	Evaluation & Selection		
11	22 May	Strategy Implementation	Nucor at a Crossroads	Prepare answers to questions for class discussion
12	29 May	Strategic Management Review		

## **Other Administrative Detail**

### **Location of FCA 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](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).

### **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](mailto: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.