



## Victoria Management School

### MMMS514 – STRATEGIC MANAGEMENT

Trimester One 2006

### 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:**

Tuesdays 11:30am - 2:20pm  
Railway 128

#### OBJECTIVES

The course aims at enabling participants to:

- Develop an understanding of theories and models of strategic management;
- Gain knowledge of current thought and debates around strategy;
- Reflect over organizational purposes and goals;
- Consider the global and local environment for organizations;
- Examine the internal resources and design of organizations;
- Gain experience with using some of the tools and techniques of strategic analysis.

#### CONTENT

Strategic Management focuses on issues pertaining to the management of the organization as a whole. This course considers the concept of strategy, its definition and its links to goals of the firm. It also focuses on the assessment of the environment of the firm, the firm's strategies for positioning and the resources that enable these strategies. Finally, the course focuses on the means through which the organization's design could be supportive of its strategy. For detailed content, refer to Annex 1.

## APPROACH

The twelve sessions are devoted to introducing some of the main questions and frameworks within the discipline of strategic management. The sessions are conducted in the understanding that you have done the required reading before the lecture and prepared to discuss the topic. Each session will also involve a discussion based on a case study or video. The latter are drawn from the Troubleshooter series featuring Sir John Harvey-Jones.

## ASSESSMENT

### 1. Contribution to session discussions 10%

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 quality of the insights you offer to the topic and the case.

### 2. Report on case study Due 28 March 30%

Using a case study handed out in class, you will analyze the strategic processes of the organization discussed. Your analysis will be guided by the questions handed out with the case and will be submitted in report format.

Word guide:  
2500 words

### 3. Analyzing a strategy

This assignment focuses on describing then evaluating a firm's strategy. Each student will choose a New Zealand organization to examine *from public sources only*. The full report is described in the handout titled *Analyzing a Strategy*. The report is broken up into two stages, A and B:

#### *Analyzing a strategy - Report A* Due 26 April 30%

*Covers sections I and II a of the handout.  
This report examines an organization's scope and its competitive strategy and then assesses the consistency of that strategy with stakeholders' goals.*

Word guide:  
2500 words

#### *Analyzing a strategy - Report B* Due 30 May 30%

*Covers sections II b, c and III of the handout.  
This report assesses the firm's strategy for consonance with the environment and feasibility with its resources and then sets a strategic agenda and recommendations.*

Word guide:  
2500 words

## READINGS

The main portion of the material for this course will be issued during the first session. Any remaining material will be issued as the course proceeds. A bibliography of the readings covered has been included as Annex 2.

## HANDING IN ASSIGNMENTS

Assignments should be submitted in hard copy to Sally Riad in class, or Tricia Lapham, RH919, by 3pm on the due date. Assignments received after that time will be deemed late.

All hand-ins should have the course name, assignment name and number, and your name on the cover. You should also use page numbers on each page and use in-text referencing, including a list of references at the end.

Students will 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.

## PENALTIES

In fairness to students who complete work on time, work submitted after the due date and time would incur penalties for lateness:

- The penalty is 5% of the marks available for the assignment submitted after the due date for each part day or day late.
- When calculating the late penalty, Saturdays, Sundays and public holidays will be included when counting the number of days that an assignment is late.
- Assignments received more than 7 days after the deadline will not be accepted and the student will fail terms.
- Employment and workload issues related to other courses will not be accepted as a reason for dispensation from mandatory requirements or waiver of penalties.
- Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement) may lead to a waiver of the penalty but need to be discussed with Sally Riad, the course coordinator, as soon as possible and in advance to the due date.

## MANDATORY COURSE 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 **and**
- (c) present your Strategic Analysis (A&B) to class on 30 May 2006.

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

Notice of Failure to meet Mandatory Requirements will be posted on the mezzanine floor notice-board. Students will be expected to check the notice-board for notification.

## 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. Copies of the APA Style Guide are held in the Commerce and Central Libraries as well as in Victoria Management School with Sophia Lum, RH1015. 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

Notices for this course will be emailed to 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.

## 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](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.

## Annex 1 Session Outline

Session	Topic	Situational Discussion
One: 28 Feb	Introducing the concept of strategy	Case Analysis Troubleshooter Preface
Two: 7 March	Organisational purposes and goals	<i>Case:</i> Lonely Planet Publications
Three: 14 March	Scope of the firm (a): Defining the core business	<i>Video:</i> Letts Diaries
Four: 21 March	Scope of the firm (b): Diversification	<i>Case:</i> The News Corporation
Five: 28 March	Competitive strategy	<i>Video:</i> Churchill Tableware
Six: 4 April	Stakeholder Analysis	<i>Case:</i> Sheffield Theatres Trust
<i>Break</i>		
Seven: 25 April	<i>ANZAC Day - Holiday</i>	
Eight: 2 May	Strategy and the environment (a): Industry analysis	<i>Video:</i> Tolly Cobbold
Nine: 9 May	Strategy and the environment (b): Industry dynamics	<i>Case:</i> The Pharmaceutical Industry
Ten: 16 May	Strategy and resources	<i>Case:</i> The Body Shop International
Eleven: 23 May	Organisation design	<i>Video:</i> South Yorkshire Police
Twelve: 30 May	Case Presentations: Strategic Analysis (A and B)	

## **Annex 2 Readings**

### **Session one: Introducing the concept of strategy**

Mintzberg, H. (1996) "Five Ps for strategy." In H. Mintzberg, & J. Quinn (eds.) *Managing the Strategy Process*, NJ: Prentice Hall: 10-17.

Johnson, G. & Scholes, K. (2002) "The nature of strategy and strategic decisions." In *Exploring Corporate Strategy*, Essex, UK: Pearson: 4-15.

### **Session two: Organizational purpose and goals**

Idenburg, P. J. (1993) "Four styles of strategy development." *Long Range Planning*, 26 (6): 132-137.

Cummings, S. & Davies, J. (1994) "Mission, vision, fusion." *Long Range Planning*, 27 (6): 147-150.

### **Session three: Scope of the firm (a) – Defining the core business**

Mintzberg, H. (1996) "Generic business strategies." In H. Mintzberg, & J. Quinn (eds.) *Managing the Strategy Process*, NJ: Prentice Hall: 83-92.

Johnson, G. & Scholes, K. (2002) "The importance of linkages." In *Exploring Corporate Strategy*, Essex, UK: Pearson: 159-165.

### **Session four: Scope of the firm (b) - Diversification**

Goold, M. & Luchs, K. (1993) "Why diversify? Four decades of management thinking." *Academy of Management Executive*, 7 (3): 7-25.

Johnson, G. & Scholes, K. (2002) "The extent of corporate diversity." In *Exploring Corporate Strategy*, Essex, UK: Pearson: 297-306.

Lubatkin, M., & Lane, P. (1996) "Psst... The merger mavens still have it wrong!" *Academy of Management Executive*, 10 (1): 21-37.

### **Session five: Competitive strategy**

Porter, M. (1985) "Generic competitive strategies." In *Competitive Advantage*. New York: Free Press: 34-46.

Treacy, M., & Wiersema, F. (1995) "The winner's choice." In *The Discipline of Market Leaders*, New York: Harper Collins: 29-43.

Miller, D. (1992) "The generic strategy trap." *The Journal of Business Strategy*: January/February: 37-41.



### **Session six: Stakeholder analysis**

Johnson, G. & Scholes, K. (2002) "Stakeholder expectations." In *Exploring Corporate Strategy*, Essex, UK: Pearson: 206-212.

Mitchell, R., Agle, B., Wood, D. (1997) "Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts." *Academy of Management Review*, 22 (4): 853-886.

### **Session seven: ANZAC day – Holiday**

### **Session eight: Strategy and the environment (a) – Industry analysis**

Porter, M. (1985) "The structural analysis of industries." In *Competitive Advantage*. New York: Free Press, 3-33.

Porter, M. (2004) "Industry evolution." In De Witt and Meyer (eds.) *Strategy: Process, content, context*. London, UK: Thompson: 441-446.

### **Session nine: Strategy and the environment (b) – Industry dynamics**

Johnson, G. & Scholes, K. (2002) "The PESTEL framework." In *Exploring Corporate Strategy*, Essex, UK: Pearson: 99-105.

Ghemawat, P. (1999) "The value net and other generalizations." In *Strategy and the Business Landscape*. Addison Wesley Longman: 32-47.

### **Session ten: Strategy and resources**

Barney, J. (1997) "Analyzing organizational strengths and weaknesses." In *Gaining and Sustaining Competitive Advantage*, Addison-Wesley : 142-174.

Quinn, B. & Hilmer, F. (1996) "Core competencies and strategic outsourcing." In H. Mintzberg, & J. Quinn (eds.) *Managing the Strategy Process*, NJ: Prentice Hall: 63-73.

Campbell-Hunt, C. (1995) "Perspectives on sustainability." *New Zealand Strategic Management*, Winter: 16-27.

### **Session eleven: Organization design**

Waterman, R., Peters, T., & Phillips, J. "The 7-S framework." Excerpts from "Structure is not organization" in *Business Horizons*, June 1980.

Mintzberg, H. (1996) "The structuring of organizations." In H. Mintzberg, & J. Quinn (eds.) *Managing the Strategy Process*, NJ: Prentice Hall: 331-349.

Hawkins, P. (1997) "Organizational culture: Sailing between evangelism and complexity." *Human Relations*, 50 (4): 417-440.