

## School of Government

# STRA 502 STRATEGIC ANALYSIS

Trimester 1 2006

## COURSE OUTLINE

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### Contact Details

**Course Co-ordinator:** **Dr Lance Beath**  
Room RH 507, Level 5, Rutherford House, Pipitea Campus  
Telephone: 027 4365 234  
Fax: (04) 463-5454  
Email: [lance.beath@vuw.ac.nz](mailto:lance.beath@vuw.ac.nz)

**Administrator:** **Darren Morgan**  
Room RH 802, Level 8, Rutherford House, Pipitea Campus  
Telephone: (04) 463-5458  
Fax: (04) 463-5454  
Email: [darren.morgan@vuw.ac.nz](mailto:darren.morgan@vuw.ac.nz)

### Module Dates, Times and Location

**Module One:** Wednesday 22 February 2006 8.30am-6.00pm

**Module Two:** Tuesday 11 April 2006 8.30am-6.00pm

**Module Three:** Wednesday 7 June 2006 8.30am-6.00pm

**Location:** Classes will normally be held on the Pipitea Campus and you will be advised of your classroom one week prior to each module by email.

## **Course Objectives**

A broad qualitative survey of the main futures tools used in long-range strategy assessment and formulation of strategic policy options in both public and private sector contexts. Tools illustrated and discussed will include environmental scanning and assessment, scenario analysis, simulation, experimentation and gaming.

## **Course Content**

The course follows, in broad outline, the chapter headings in the course textbook (Geoff Coyle's *Practical Strategy: Structured Tools and Techniques*, Prentice Hall 2004). Working in syndicates, course members will be required to use a variety of the strategy analysis tools in the Coyle textbook to explore and develop a case study on a strategic question of their choosing.

Other strategy analysis tools and techniques will also be explored by way of introduction during the course.

## **Readings**

**The course textbook is Geoff Coyle's *Practical Strategy: Structured Tools and Techniques*. This text is published by Prentice Hall (2004).**

It is available for purchase through VicBooks, situated on the Ground Floor of Rutherford House on the Pipitea Campus or at the Student Union Building of the Kelburn Campus (you can purchase textbooks in person or by mail order, telephone (04) 463-5515, fax (04) 471-2124, email [vuwtexts@vicbooks.co.nz](mailto:vuwtexts@vicbooks.co.nz) or online at [www.vicbooks.co.nz](http://www.vicbooks.co.nz)).

Other texts which provide useful additional reading are:

Peter Schwartz (1991). *The Art of the Long View*. Doubleday, New York (an indispensable guide to anyone interested in scenario analysis and long range planning).

Suzanne Turner (2002). *Tools for Success: A Manager's Guide*. McGraw Hill, London (a useful compilation and beginner's guide to ninety or more of the most commonly used strategic analysis tools).

Course members will also find it useful to download the *Strategy Survival Guide* available online from the UK Prime Minister's Strategy Unit. The 200 plus pages in this guide provide useful practical advice on a range of issues that strategy managers and analysts are concerned with. Although the guide is intended primarily for people working in a public sector context, there is much in it that will be very helpful to private sector analysts and managers as well. Go to [www.strategy.gov.uk](http://www.strategy.gov.uk).

An additional text that course members may find helpful is the RAND book 'Shaping the Next One Hundred Years: New Methods for Quantitative, Long-Term Policy Analysis' by Robert Lempert et al. This can be downloaded from the RAND website at [www.rand.org](http://www.rand.org).

A range of other readings will be made available to course members as additional background and for class discussion. These readings are marked 'key' (liable to be discussed in class, with course members invited to lead discussion) or 'supplementary' (no expectation that that these will be discussed in class, unless course members wish).

A listing for each of the first two modules follows:

### **Readings for Module One**

#### (a) Key readings

- *A Futurist's Toolbox: Methodologies in Futures Work (2001)*. Introduction and Futures Methodologies. UK Cabinet Office.
- *Shaping the Next One Hundred Years: New Methods for Quantitative, Long Term Policy Analysis (2003)*. Robert Lempert et al, RAND Corporation. Introduction and Chapter Two: A History of Thinking About the Future.
- *Leading the Revolution (2000)*. Gary Hamel. Ch. 9: The New Innovation Solution. Harvard Business school Press, Boston.

#### (b) Supplementary readings

- *The Days of Futurists Past (2004)*. Stuart Crainer in strategy+business. Booz Allen & Hamilton. Accessed at [www.strategy-business.com/press/article/19811](http://www.strategy-business.com/press/article/19811).
- *The Man Who Saw the Future (2004)*. Art Kleiner (ibid). Accessed at [www.strategy-business.com/press/article/8220](http://www.strategy-business.com/press/article/8220).
- *Making the Most of Uncertainty (2001)*. Hugh Courtney in The McKinsey Quarterly, 2001 Number 4.

### **Readings for Module Two**

#### (a) Key readings

- *All Models are Wrong: Reflections on Becoming a Systems Scientist (2002)*. John Sterman in Systems Dynamics Review Vol. 18, No. 4, (Winter 2002): 501-531.
- *The Role of Simulation Gaming in Policy-Making (2000)*. Tom Ryan in Systems Research and Behavioral Science. Syst. Res. 17, 359-364.
- *Dynamic Competitive Simulation: Wargaming as a Strategic Tool (2005)*. John Treat et al in strategy+business. Booz Allen & Hamilton. Accessed at [www.strategy-business.com/press/article/15052](http://www.strategy-business.com/press/article/15052)

(b) Supplementary readings

- *Multiple Scenario Development: Its Conceptual and Behavioral Foundation (1993)*. Paul Schoemaker in *Strategic Management Journal*, Vol. 14, 193-213 (1993).
- *Environmental Scanning-New Frameworks & Reframing (2003)*. Joseph Voros. Australian Foresight Institute.

**Assessment Requirements**

- One essay of 2,000 words (30%) on an aspect of strategic analysis. The essay topic will be distributed at the first module on Wednesday 22 February 2006 – ***due date and time for the finished essay is 5.00pm on Wednesday 22 March 2006.***
- A case study (70%) based on Geoff Coyle's text on Practical Strategy<sup>1</sup>. Working in class syndicates, the purpose of the case study is to allow you to demonstrate your ability to understand and apply the Coyle strategic analysis methodology to a current strategic issue in either the New Zealand public or private sectors. There are four separate stages involved in the case study:
  - (a) Forming up the syndicates and identifying strategic questions for case study. This will be done at the first module on **Wednesday 22 February 2006.**
  - (b) Refining the strategic questions and providing a preliminary report back on progress by each syndicate. The preliminary report and class discussion will take place at the second module on **Tuesday 11 April 2006.**
  - (c) A final oral presentation (up to 40 minutes, but with time to be confirmed once the number of presentations have been established) of the completed case study to the class when it meets for the third module on **Wednesday 7 June 2006.**
  - (d) A written report on the case study by each class member. The written report will comprise both a critique of the Coyle methodology and description and comment on the case study. ***Final reports from individual class members are due at 5.00pm on Wednesday 28 June 2006.***

**Please send / hand-in ALL assignments (unless instructed otherwise by the course co-ordinator) to:**

Francine McGee,  
School of Government,  
Victoria University of Wellington,  
Level 8 Reception,  
Rutherford House,  
23 Lambton Quay,  
P.O. Box 600,  
Wellington.  
Email: [francine.mcgee@vuw.ac.nz](mailto:francine.mcgee@vuw.ac.nz)

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<sup>1</sup> Geoff Coyle (2004). *Practical Strategy: Structured Tools and Techniques*. Pearson Education Ltd, Edinburgh Gate.

## **Students should keep a copy of all submitted work.**

ANZSOG candidates taking this course as an elective should note that they take it for 24 points, and not 15 points. Accordingly, the learning outcomes to be achieved by ANZSOG candidates are wider and deeper than those expected for non-ANZSOG candidates. The content of those learning outcomes, and the means whereby they will be assessed, will be negotiated and confirmed with the course co-ordinator at the start of the course.

## **Penalties**

The ability to plan for and meet deadlines is a core competency of both advanced study and public management. Failure to meet deadlines disrupts course planning and is unfair on students who do submit their work on time. It is expected therefore that you will complete and hand in assignments by the due date. Marks will be deducted at the rate of five for every working day by which the assignment is late (weekends and public holidays excluded) and no assignments will be accepted after five working days beyond the date they are due. For out of town students, two calendar days' grace is given to allow for time in the post. Electronic versions of assignments may be submitted by email but should be followed by a hard copy.

If ill-health, family bereavement or other personal emergencies prevent you from meeting the deadline for submitting a piece of written work or from attending class to make a presentation, you can apply for and may be granted an extension to the due date. You should let your course co-ordinator know as soon as possible in advance of the deadline if you are seeking an extension.

## **Communication of Additional Information**

Any additional communication during the course will be conveyed to course members by email.

## **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 (EA 005) and offices EA 125a to EA 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 on (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 Co-ordinator 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 (04) 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 Co-ordinators 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 (04) 463-6983 or (04) 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 co-ordinator.

### **Where:**

Melissa Dunlop  
Programme Co-ordinator  
Room 109 D  
14 Kelburn Parade: back courtyard  
Phone: (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 Co-ordinator for details.