

VICTORIA MANAGEMENT SCHOOL

MGMT418 CURRENT TOPICS IN STRATEGIC MANAGEMENT

Trimester Two 2006

COURSE OUTLINE

Contact Details

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

Class Times and Room Numbers

Fridays 9:30am to 12:20pm in Railway 128

Course Objectives

The course aims at enabling participants to:

- Develop an understanding of some current topics in strategic management;
- Gain knowledge of the debates on those topics;
- Develop the capability to reflect critically on strategic management more broadly as well as the topics covered specifically;
- Gain experience with utilizing some of the analytical approaches covered.

The assessment for the course is structured to develop and gauge students' understanding of the topics covered, their ability to apply some of the models discussed and their ability to engage with various issues critically.

Course Content

This course considers some current topics in strategic management and their implications for managing organisations. The specific topics covered include strategic management in the public sector, merger management, knowledge management and post-modern perspectives of strategic management. For detailed content, refer to the session outline overleaf.

Expected Workload

The course is 15 pts. On average, students can expect to work on readings and assessment for 10hrs per week for 12 teaching weeks and around 30hrs during the mid-trimester break.

Session Outline

<i>Session</i>		<i>Topic</i>
One:	July 14	Topic 1: Strategic management in the public sector
Two:	July 21	Topic 1: Strategic management in the public sector
Three:	July 28	Topic 1: Strategic management in the public sector
Four:	August 4	Topic 2: Merger and acquisition management
Five:	August 11	Topic 2: Merger and acquisition management
Six:	August 18	Topic 2: Merger and acquisition management
<i>Mid-Trimester Break</i>		
Seven:	September 8	Topic 3: Knowledge management
Eight:	September 15	Topic 3: Knowledge management
Nine:	September 22	Topic 3: Knowledge management
Ten:	September 29	Topic 4: Postmodern perspectives on strategy
Eleven:	October 6	Topic 4: Postmodern perspectives on strategy
Twelve:	October 13	Topic 4: Postmodern perspectives on strategy

Assessment Requirements

1. Contribution to session discussions		10%
<p>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.</p>		
2. Essay	Due 7 August	25%
<p><i>What does strategic management offer the public sector?</i></p> <p>Following the conventions of essay writing, you will construct your own position on the above question based on a search of the literature. You will then illustrate your arguments using examples from public organisations. Further details of the essay question will be handed out in class.</p>	Word guide: 2000 words	
3. Analysis report	Due 2 October	40%
<p>You will choose one of the following topics for your report, developing it from public sources only:</p> <p>EITHER <i>Analysing a merger's integration</i></p> <p>Report will focus on a recent merger/acquisition, analysing its motives and identifying the implications for integration. Details of the full report will be handed out in class.</p> <p>OR <i>Developing a knowledge management strategy</i></p> <p>Report will focus on designing a knowledge management strategy that would enable an organisation's overall strategy. Details of the full report will be handed out in class.</p>	Word guide: 3000 words	
4. Essay	Due 16 October	25%
<p><i>What does a postmodern perspective on organization offer strategic management?</i></p> <p>Following the conventions of essay writing, you will select one or more core topics in strategic management and discuss the utility of a postmodern approach to the topic(s). Further details of the essay question will be handed out in class.</p>	Word guide: 2000 words	

Readings

The readings for this course will be issued in class before the start of each topic. A reading list will be distributed with each set of readings. In class, students are expected to have covered the readings for that session and to contribute to the seminar's discussion of these readings. As part of this general discussion, each student will prepare a one-page summary analysis of one of the readings to present to the others in class.

Handing in Assignments

Assignments should be submitted in hard copy to the course coordinator 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 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

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

Communication of Additional Information

Sally Riad will state any additional announcements in class as well as email 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.

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

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>).

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services 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 Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy 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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at 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. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

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 Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta
Room 210, Level 2
Railway West Wing
Tel. (04) 463 8997
Email: Puawai.Wereta@vuw.ac.nz

Fa'afai Seiuli
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5842
Email: Faafoi.Seiuli@vuw.ac.nz