

School of Government

MMPM 522 / MAPP 529 STRATEGIC MANAGEMENT (15 Points)

Trimester Two 2006

COURSE OUTLINE

Contact Details

Course Co-ordinator: **Sally Riad**
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Course Dates, Times and Location

Module Four:	Friday 1 September 2006	8.30am-6.00pm
Module Five:	Friday 20 October 2006	8.30am-6.00pm
Module Six:	Friday 24 November 2006	8.30am-6.00pm

Location: The course will be held on the Pipitea Campus of Victoria University of Wellington. You will be advised of your classroom one week prior to the course by email.

Course Objectives

The course aims at enabling participants to achieve the following learning outcomes:

- New levels of understanding of theories, models and issues regarding strategic management in relation to the public sector context
- Knowledge of current thought and contemporary debates around strategy
- An appreciation for the environment for public organisations
- Knowledge of some important tools and techniques of strategic analysis
- New levels of understanding of the strategic planning processes, particularly in relation to ‘Managing for Outcomes’ and the creation of the annual Statement of Intent

The assessment for the course is structured to develop and gauge participants’ 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

The course draws on the literature discussing strategic management in public organizations, on class members’ experiences and on the experience of guest speakers. The purpose is to explore the meaning and practice of strategic management in the public sector.

Module 4

Date	Time	Topic
Friday 1 September	8:30 am – 10:30 am	Strategic management, strategic planning and strategy
	11:00 am – 12:30 pm	Issues of core business and the scope of the organization
	1:30 pm – 3:30 pm	Business-level strategy
	4:00 pm – 6:00 pm	Guest speaker session

Module 5

Date	Time	Topic
Friday 20 October	8:30 am – 10:30 am	Stakeholder analysis
	11:00 am – 12:30 pm	Environment analysis
	1:30 pm – 3:30 pm	Resource analysis
	4:00 pm – 6:00 pm	Guest speaker session

Module 6

Date	Time	Topic
Friday 24 November	8:30 am – 10:30 am	Organisation design analysis
	11:00 am – 12:30 pm	Presentations
	1:30 pm – 3:30 pm	Presentations
	4:00 pm – 6:00 pm	Guest speaker session

Expected Workload

The expected workload is, on average, (a) approximately 8 hours of preparation time before the first module of the course, (b) 24 hours of class contact time and (c) approximately 10 hours of independent study per week between modules and after the final module.

Readings

The main portion of the material for this paper will be issued prior to the course. Any remaining material will be issued as the course proceeds. A bibliography of the readings has been included as Appendix 1.

For those wishing to own a textbook on strategic management, the recommended text for the course is Johnson, G & Scholes, K (2001) *Exploring Public Sector Strategy*, Pearson Education: Essex, UK. It is best read conjointly with Johnson, G & Scholes, K (2001) *Exploring Corporate Strategy: Text and Cases*, 6th edition, Pearson Education: Essex, UK.

Assessment Requirements

1. Essay Due 29 September 30%

This assignment addresses the question: ‘*What does strategic management have to offer the public sector?*’ Following the conventions of essay writing, you will construct your own position on this topic based on a search of the literature. Further details of the essay question will be handed during the module.

Word guide:
2000 words

2. Analysing a Strategy Due 24 November 60%

This report focuses on describing then evaluating an organisation’s strategy. Each student will choose a New Zealand public sector organization to examine. The full details of the report, titled *Integrated Framework for Strategic Analysis*, will be handed out during the module. The full analysis examines an organisation’s strategy. It then assesses consistency of that strategy with stakeholders’ goals, its consonance with the environment and its feasibility within the available resources and capabilities. For purposes of this assessment, however, participants will focus their report on select categories of their choice. The report concludes by setting a strategic agenda and recommendations.

Word guide:
3000 words

a. Presentation

A 10-minute presentation of your strategic analysis, and response to questions from the class.

OR

b. Extended Strategic Analysis

An extension of the strategic analysis in Assignment 2 (above) by considering an additional category from the handout, to a total word count of 4000 words.

Please post / hand-in ALL assignments to:

Francine McGee,
School of Government,
Victoria University of Wellington,
Level 8 Reception,
Rutherford House,
23 Lambton Quay,
P.O. Box 600,
Wellington.

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 MUST be followed by a hard copy.**

If ill-health, family bereavement or other personal emergencies prevent you from meeting the deadline for submitting your assignments, you can apply for, and may be granted, an extension to the due date. **Note that this applies only to extreme unforeseen circumstances and is not necessarily awarded.** You should let your course co-ordinator/lecturer know as soon as possible in advance of the deadline if you are seeking an extension.

Mandatory Course Requirements

To fulfil the mandatory course requirements for this course, you are required to:

1. submit all assignments by the due date, unless you have been granted an extension; and
2. attend all contact sessions of the course. If you are unable to attend a session, you must inform the course co-ordinator as soon as possible and you may be required to submit a further item of assessment.

Communication of Additional Information

Any additional announcements will be circulated by email or made in class.

If you are unable to make it to a session, please contact your course administrator for handouts.

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 (EA 005) 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 Co-ordinators 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 Co-ordinator 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 Kaiwawao 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 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 (telephone (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: faafai.seiuli@vuw.ac.nz

Appendix 1: Readings

Module 4

What is Strategy?

- Mintzberg, H. (1996) "Five Ps for strategy." In H. Mintzberg, & J. Quinn (eds.) *Managing the Strategy Process*, NJ: Prentice Hall: 10-17.
- Idenburg, P. J. (1993) "Four styles of strategy development." *Long Range Planning*, 26 (6): 132-137.
- Johnson, G. & Scholes, K. (2002) "The nature of strategy and strategic decisions." In *Exploring Corporate Strategy*, Essex, UK: Pearson: 4-15.
- Cummings, S. & Davies, J. (1994) "Mission, vision, fusion." *Long Range Planning*, 27 (6): 147-150.
- Mintzberg, H. (1990) "The design school: Reconsidering the basic premises of strategic management." *Strategic Management Journal*, 11: 171-195.

Scope of the Organisation and Business-level Strategy

- Johnson, G. & Scholes, K. (2002) "The importance of linkages." In *Exploring Corporate Strategy*, Essex, UK: Pearson: 159-165.
- Johnson, G. & Scholes, K. (2002) "The extent of corporate diversity." In *Exploring Corporate Strategy*, Essex, UK: Pearson: 297-306.
- Mintzberg, H. (1996) "Generic business strategies." In H. Mintzberg, & J. Quinn (eds.) *Managing the Strategy Process*, NJ: Prentice Hall: 83-92.
- Treacy, M., & Wiersema, F. (1995) *The Discipline of Market Leaders*, New York: Harper Collins.

On Strategic Management in the Public Sector

- Alford, J. (2001) "The implications of 'publicness' for strategic management theory." In G. Johnson and K. Scholes (eds.) *Exploring Public Sector Strategy*, Pearson: Essex, UK: 1-16.
- Green, S. (1998) "Strategic management initiatives in the civil service: A cross cultural comparison." *International Journal of Public Sector Management*, 11 (7): 536-522.
- Bryson, J. (1998) "An effective strategic planning approach for public and nonprofit organizations." In Harry Costin (ed.), *Readings in Strategy and Strategic Planning*, 153-170. Orlando, FL: Harcourt Brace & Co.
- Poister, H., & Streib, G. (1999) "Strategic management in the public sector: Concepts, models and processes." *Public Productivity and Management Review*, 22 (3): 308-325.
- Hutchinson, J. (2001) "The meaning of 'strategy' for area regeneration: A review." *The International Journal of Public Sector Management*. 14 (3): 265-276.

- Stoney, C. (2001) "Strategic management or strategic Taylorism?" *The International Journal of Public Sector Management*, 14 (1): 27-42.
- Llewellyn, S. & Tappin, E. (2003) "Strategy in the public sector: Management in the wilderness." *Journal of Management Studies*, 40 (4): 955-982.
- Skok, J. (1989) "Toward a definition of strategic management for the public sector." *American Review of Public Administration*, 19 (2): 133-147.
- Boyne, G. & Walker, R. (2004) "Strategy content and public service organizations." *Journal of Public Administration Research and Theory*, 14 (2): 231-252.
- Ring, P., & Perry, J. (1985) "Strategic management in public and private organisations." *Academy of Management Journal*, 10 (2) 276-286.

Managing for Outcomes and Statements of Intent

- DPMC, TPK, Treasury & SSC (2003) *Managing for Outcomes*, Wellington.
- DPMC, TPK, Treasury & SSC (2005) *Getting Better at Managing for Outcomes*, Wellington.
- Treasury & SSC (2006) *Preparing the Statement of Intent*, Wellington.

Module 5

Stakeholder Analysis

- 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.
- Davenport, S. & Leitch, S. (2005) "Circuits of power in practice: Strategic ambiguity as delegation of authority." *Organization Studies*, 26 (11): 1603-1623..

Analysis of the Environment

- Johnson, G. & Scholes, K. (2002) "The PESTEL framework." In *Exploring Corporate Strategy*, Essex, UK: Pearson: 99-105.
- Eppink, J & de Waal, S. (2001) "Global influences on the public sector." In G. Johnson and K. Scholes (eds.) *Exploring Public Sector Strategy*, Pearson: Essex, UK: 38-56.
- Porter, M. (1985) "The structural analysis of industries." In *Competitive Advantage*. New York: Free Press, 3-33.

Resource Analysis

- Barney, J. (1997) "Analysing 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.

Module 6

Organization Design

- Waterman, R., Peters, T., & Phillips, J. (1988) "The 7-S framework." In H. Mintzberg & J. Quinn (eds.) *Management the Strategy Process*, NJ: Prentice Hall: 271-276.
- Irwin, D. (2002) "Strategy mapping in the public sector." *Long Range Planning*, 35: 637-647.
- Floyd, S. & Wooldridge, B. (1994) "Dinosaurs or dynamos? Recognizing middle management's strategic role." *Academy of Management Executive*, 8 (4): 47-57.
- Hawkins, P. (1997) "Organizational culture: Sailing between evangelism and complexity." *Human Relations*, 50 (4): 417-440.
- Keidel, R. (1994) "Rethinking organizational design." *Academy of Management Executive*, 8 (4): 12-27.