

Victoria Management School

MGMT205 STRATEGIC MANAGEMENT

Trimester One 2007

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

Sashi Meanger

Room: RH915, Rutherford House

Phone: 463 6967

Email: sashi.meanger@vuw.ac.nz

Website: www.vuw.ac.nz/vms

Office Hours: by appointment

LECTURERS

Urs Daellenbach

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Website: www.vuw.ac.nz/vms

Office Hours: Tuesdays 12:30-2:00 pm (in weeks when lecturing) or by appointment

Sally Riad

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Office Hours: Tuesdays 12:30-2:00 pm (in weeks when lecturing) or by appointment

ADMINISTRATION ASSISTANT

Tricia Lapham

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TUTORIAL COORDINATOR

Garry Tansley

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Class Times and Room Numbers

Lecture: Tuesdays: 10.30 – 12.20 (RH LT1)

Workshop: Wednesdays: 10.30 – 11.20 (RH LT1)

Tutorials: see MGMT205 course on Blackboard (blackboard.vuw.ac.nz) for tutorial times and locations. Tutorial signups are being handled online (see instructions later in outline).
The MGMT205 tutors are Austin Banks, Agatha Haryanto and Andrew Jackson.

This course has a 3-hour final examination. The examination period will be from 8-27 June 2007.

Introduction

The course draws on the literature discussing strategic management with an emphasis on analyzing and organization's direction, goals, capability, environmental responsiveness and organization design. The purpose is to explore the theory and practice of strategic management and to develop students' ability to think critically about these.

Programme and Course-related Learning Objectives

This course will provide students the opportunity:

- to develop oral and written communication skills
 - through active participation in tutorial and class discussion
 - through the development and presentation of written reports
 - through formal and informal classroom debate
- to develop critical and creative thinking skills
 - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
 - through debate in tutorial and classroom discussion
- to develop leadership skills
 - through leading a tutorial, project or group exercise
 - through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class
 - through preparation for participation in the strategic management BCG Case Competition or national case competition

Overall Course Objectives

The course has several objectives, which include:

- examining contemporary theories/issues/debates in strategic management both globally and in New Zealand
- comprehending the complex interaction of the strategy, business environment, resources and organisational structure, systems and processes
- understanding the issues associated with creating, analysing and implementing strategies
- exploring the different levels and types of strategies present in organisations
- improving competence in contributing to strategic management processes in organisations

Course-related Student Learning Objectives

On successful completion of the course, students should be able to:

- demonstrate an understanding of the major theoretical frameworks, tools and concepts relevant to strategic management
- be able to use such frameworks, tools and concepts to describe / critically evaluate / develop / propose strategies for particular organisations and contexts
- develop an ability to communicate your analysis and analyse the logic associated with key strategic management decisions and recommendations
- recognise the importance of critical analysis, leadership and communication in successful strategy development, maintenance and change

For details on content and preparation for the weekly sessions, refer to the table at the end of this outline. Tutorials and assignments in the course are designed so that students would both review strategic management topics and apply some strategic analysis approaches to organizations through case studies.

Expected Workload

Students can expect the workload to be approximately 15hrs per week, including both scheduled contact time (lectures, tutorials, workshops) and outside class.

Readings

The required textbook is:

Johnson, G., K. Scholes and R. Whittington (2005) *Exploring Corporate Strategy: Text and Cases*. Seventh Edition, Essex, UK: Pearson.

Additional readings will be distributed during the trimester.

Assessment Requirements

Assignment	Title	% of Marks Available	Due Date
1	Tutorial Contribution	10%	
2	Individual Assignment 1	20%	2 April 2007
3	Individual Assignment 2	20%	21 May 2007
4	Final Examination	50%	8-27 June 2007
	TOTAL	100%	

1. Tutorial Contribution

Marks: 10%

It is expected that you will have read the relevant case study before the tutorial. Note that attendance at most tutorials is one of the mandatory requirements of the course (see below). To make an effective contribution will require careful reading of chapters and case studies prior to the class, analysis and synthesis of these, and organising your ideas into a structured form that will allow you to make a material contribution to the discussion. Tutorials are used primarily to apply and ground lecture material presented on the preceding Tuesday. However, participants should also raise strategic issues from the cases that are relevant and related to strategy analysis and development.

Contributions will be assessed on the quality of the insights offered by the course member into strategic management concepts/theory and other issues raised by the case histories. Your tutor will provide you with interim feedback on your tutorial contributions after the first four tutorials.

Details on sign up for the tutorial streams are presented below.

2. Individual Assignment 1

Due: by 4pm on Monday, 2 April 2007 Marks: 20%

Word Limit: 1500 words

The assignment will involve a case analysis and written report. You will be asked to analyse the case and write a report using the concepts and frameworks introduced in the first 5 weeks of MGMT205 as well as relevant material from prerequisite courses. In answering the questions, please make sure that you do not directly copy sections from the case or other texts – you must translate the material into your own words. This is an individual assignment. Details on the case, case questions, and assessment criteria will be handed out with the on March 20.

3. Individual Assignment 2

Due: by 4pm on Monday, 14 May 2007 Marks: 20%

Word limit: 1500 words

The assignment will involve an essay presenting your perspective on a particular question associated with material from the course. The question and assignment details will be distributed on 3 April, 2007. There will be an expectation that you will use examples to illustrate your answer, with many useful possibilities arising within the workshop videos. This is an individual assignment.

4. Examination

Date: 8-27 June 2007

Marks: 50%

The examination is worth 50% of the total marks available for this course. It is closed book 3-hour examination. Essay style answers are expected. You will be required to undertake both a case analysis drawing on different theories covered in the course as well as answer an essay question. All book chapters and handouts covered during the course are examinable.

Handing in assignments:

Assignments should be handed in to the MGMT205 Box on the Mezzanine floor of Rutherford House in hard copy form by the due time on the due date.

All completed assignments must have a cover sheet. The cover sheet details will be posted on Blackboard.

Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Group Work

While the course has a tradition of some study group collaboration, all written elements in the assessment process 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 draft or completed assignments. The written reports must be individual submissions.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 7 out of the 9 tutorial sessions;
- b. Submit both individual assignments by the scheduled dates and times; and
- c. Obtain at least 40 per cent of the marks available (i.e. 20 marks out of 50) for the final examination.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, whether or not the mandatory course requirements have been satisfied.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard and on the Mezzanine Floor Noticeboard.

Penalties- for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late. Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Requirements**.

You may e-mail your late assignment as an attachment to the course coordinator as a timestamp of when the assignment was completed. However, a printed copy must be submitted for the assignment to be marked.

- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.

- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the Course Coordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Course Coordinator/Tutorial Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. Please indicate the length of your report (number of words) on the first page. **The penalty will be up to 10% of the grade for an assignment for every 10% over the word limit.**

Grading Guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
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.

Note: K is a failing grade.

Policy on Remarking:

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor or lecturer will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (available on Blackboard) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment at Reception Level 10. Allow for up to 5 days for remarks to be completed.

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/research/reference/referencingguides.aspx>).

Tutorial Signup Instructions:

Requirements to use this programme:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded.

Instructions:

Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system.

The “Signup Home” page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT205.

MGMT205 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A “key” is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for that tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you’re enrolled into the session from a waitlist.

You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for one (1) other preferred session.

You can choose to “WITHDRAW” from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.

A “FULL” button indicates all seats and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons are available in the “Key” section at the bottom of the signup page.

You can only “ENROL” in ONE tutorial session and “JOIN ONE (1) WAITLIST” for other tutorial sessions.

You can login and signup (or change your signup) anytime between 12 noon 20 February 2007 and the last date: midnight 1 March 2007. You will NOT be able to signup or change your choice after the last date - midnight 1 March 2007.

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on “My Signups” on the left hand menu.

Click on “Support” on the left hand menu if you are having problems.

This online signup system is available round the clock over the internet. Please make use of it to sign up for MGMT 205 tutorial before midnight, 1 March 2007. Any requests after this date will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in exceptional circumstances and there is NO GUARANTEE that you will get your requested tutorial time.

Tutorials start on the second week of the course. A maximum of 13 students per tutorial class has been set so you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard and on the Management notice board on the Mezzanine Floor of the Rutherford House by 5pm 2 March 2007. If you have any serious problems about the allocations see Garry Tansley at his RH office.

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, e.g.

MGMT205_Smith_Josephine_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email may be classified as Spam and dumped without being read.

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 or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

Week	Lecture Topic – Tuesdays	Workshop – Wednesdays	Tutorial Case	Preparation from Book
1	Feb 27 Introducing Strategy	None	None	Chapter 1
2	Mar 6 The Concept of Strategy [and Strategic Lenses] Sashi Meanger	Video:	<i>Ministry of Sound</i> (pg. 617)	Chapter 1 + Strategic Lenses (pg. 41)
3	Mar 13 Expectations and Purposes Sashi Meanger	Video: <i>Morgan Car Company</i>	<i>Sheffield Theatres Trust</i> (pg. 703)	Chapter 4
4	Mar 20 The Environment Urs Daellenbach	Video: <i>Tollemache & Cobbold Brewery</i>	<i>Ryanair</i> (pg. 832)	Chapter 2
5	Mar 27 Strategic Capability and Business-level Strategy Urs Daellenbach	Video: <i>Churchill Tableware</i>	<i>Amazon</i> (pg. 647)	Chapter 3 + Chapter 5
Individual Assignment 1 due – 4pm April 2				
6	Apr 3 Corporate-level and International Strategy Sally Riad	Video: <i>Letts Diaries</i>	<i>The News Corporation</i> (pg. 760) *** All tutorials except Friday ***	Chapter 6
Mid-trimester break				
7	Apr 24 Directions and Methods of Development Sally Riad	ANZAC Day - No Workshop	<i>The News Corporation</i> (pg. 760) *** Friday tutorials only ***	Chapter 7

Week	Lecture Topic – Tuesdays	Workshop – Wednesdays	Tutorial Case	Preparation from Book
8	May 1 Organising for Success Sashi Meanger	Video: <i>South Yorkshire Police</i>	<i>Sony</i> (pg. 924)	Chapter 8
9	May 8 Enabling Success Sashi Meanger	Video: Individual Assignment 2 due – 4pm May 14	<i>SerCom Solutions</i> (pg. 941)	Chapter 9
10	May 15 Managing Strategic Change Sashi Meanger	Video:	<i>Marks & Spencer</i> (pg. 966)	Chapter 10
11	May 22 Understanding Strategy Development Sashi Meanger	Video:	<i>Ericsson</i> (pg. 990)	Chapter 11
12	May 29 Course Review for Exam	None	None	