

School of Government

STRA 501
STRATEGY: THEORY AND POLICY
(15 Points)

Trimester One 2007

COURSE OUTLINE

Contact Details

Course Coordinator: **Dr Lance Beath**
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Module Dates, Times and Locations

Module One:	Tuesday 20 February 2007	8.30am – 6.00pm
Module Two:	Tuesday 17 April 2007	8.30am – 6.00pm
Module Three:	Tuesday 5 June 2007	8.30am – 6.00pm

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

Course Objectives

STRA 501 is a review of the literature of strategic studies to establish the theoretical and policy bases on which the modern practice of strategy rests. Examples of theory and policy relevant to both the New Zealand public and private sector will be discussed.

The course aims to help participants:

- Develop an understanding of the history of strategy and the multidisciplinary nature of contemporary strategic studies. The course will discuss key concepts and theories from the past as well as developments in the modern literature of strategy (readings will be based on papers by Rumelt, Schendel, Teece, Williamson, Porter, Henderson, Mintzberg, Quinn, Hamel, Prahalad, Gray, Luttwak, Garnett, Kenichi Ohmae, Rapoport, Schelling, Zeckhauser, Makridakis and others);
- Understand the links between strategy and security, the criticisms that are levelled at traditional ‘hard power’ strategic studies courses and the responses to these criticisms;
- Develop an understanding of the economic foundations and theory of modern strategic policy and practice and the links between strategic and public policy;
- Understand the elements of contemporary strategic analysis and strategy of choice theory (strategic analysis as a topic for strategy practitioners will be developed further in the companion tools-based first semester paper STRA 502 Strategic Analysis);
- Understand the various classes of strategy (grand strategy, emergent strategy, stretch versus fit strategies, logical incrementalism) and develop an appreciation of the applicability and appropriateness of different classes of strategy in particular circumstances;
- Understand the current New Zealand whole-of-government context for strategic policy, how statements of intent and linkages to whole-of-government outcomes are derived and operationalised and what use can be made of SOI’s to drive strategic planning and management;
- Lay the foundations for creating a distinctive strategy for New Zealand as a transitional and still relatively fragile economy making its way in a world of new and complex interdependencies (this topic area is developed further in two second semester papers STRA 503 International Political Economy and STRA 504 NZ Foreign Policy);
- Contribute to the task of creating a new synthesis between the traditional strategic and security studies field of geopolitics and the modern business practice literature of strategic management and consulting;
- Begin to develop strategic thinking skills through class discussion and readings and involvement in individual exercises, case studies and assessments (strategic

thinking skills will be further developed in the second semester companion paper STRA 511 Strategic Thinking);

- Learn how to apply these skills for competitive positioning and future advancement at the level of the individual, family, organization and business unit and, more broadly;
- Demonstrate the ability to apply modern strategic theory and practice in the New Zealand private and public sector contexts.

Learning Commitment

The learning objectives set for each course are demanding and, to achieve them, candidates must make a significant commitment in time and effort to reading, studying, thinking, and completion of assessment items outside of contact time. Courses vary in design but all require preparation and learning before the first module. Regular learning is necessary between modules (students who leave everything to the last moment rarely achieve at a high level). Expressed in input terms, the time commitment required usually translates to 65-95 hours (excluding class contact time) per course.

Readings

There are no set texts for this course but students may find it useful to have access to *The Strategy Process: Concepts, Contexts and Cases* by Henry Mintzberg, James Quinn, Robert James, Joseph Lampel (Ed) and Sumantra Ghoshal (Ed) (Prentice Hall, 2002).

There are two reading packs for the course, one for Module 1 and one for Module 2. In each reading pack readings are grouped with reference to the main learning objectives and topic areas. Readings are marked to indicate which are regarded as being 'key' and therefore likely to be discussed in class (meaning that for these readings course members may be called on to assist the course co-ordinator in leading a discussion). Other readings (not marked as being 'key') are included to meet more specialized tastes or because of their place and importance in the literature of strategic studies. With the exception of the key readings there is no expectation that course members read closely and study all of the assigned readings, though some general familiarity is encouraged in order to facilitate class discussion and debate.

Course Structure

The course structure follows the learning objectives set out above. There are 10-11 main topic areas paralleling the course objectives, with 5-6 topics covered in each of the first two teaching modules.

Assessment Requirements

Following are the assessment requirements:

- One essay of 2,000 words (30%) reflecting course members' understanding of the overall state of strategic theory and policy. The essay topic will be distributed during the first module – *due date and time for the finished essay is 5.00pm Tuesday 13 March 2007.*
- A case study comprising a report of 3000 words, an annotated bibliography and a seminar presentation (combined weighting 70%), conducted on either a group or individual basis, in which class members have an opportunity to demonstrate their ability to apply the literature of strategic theory and policy to the resolution of a current problem in either the New Zealand private or public sectors – *the due date for the annotated bibliography is 5.00pm on Tuesday 22 May 2007. Case studies will be presented and discussed at the 3rd module on Tuesday 5 June 2007. Final reports are due at 5.00pm on Tuesday 19 June 2007.*

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 Coordinator 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 may be deducted where assignments are submitted after the due date. For out of town students, two calendar days' grace is given to allow for time in the post.

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. Note that this applies only to extreme unforeseen circumstances and is not necessarily awarded. You should let your Course Coordinator 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;
2. Attend all contact sessions of the course. If you are unable to attend a session, you must inform the Course Coordinator as soon as possible and you may be required to submit a further item of assessment.

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 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 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.

Notice of Turnitin Use

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine Turnitin (www.turnitin.com). Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. At the discretion of the Head of School, handwritten work may be copy typed by the School and subject to checking by Turnitin. You are strongly advised to check with your tutor or the Course Coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

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

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 telephone (04) 463 5233 extension 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or telephone (04) 463 5842.