

Victoria Management School

MGMT418
CURRENT TOPICS IN STRATEGIC MANAGEMENT

Trimester Two 2007

COURSE OUTLINE

Contact Details

Course Coordinator:
Professor Stephen Cummings
RM930, Rutherford House
E-mail: stephen.cummings@vuw.ac.nz

Administrative assistant:
Tricia Lapham, Rutherford House
RM919
Phone: 463 5381
E-mail: tricia.lapham@vuw.ac.nz

Class Times and Room Numbers

Time: Mondays 11.30am-2.20pm
Room: GB117

There is no final examination for this course

Course Content

This course builds on MGMT205, Strategic Management and explores some current issues and topics in strategy. It focuses on two main arenas:

- 1. New graphic approaches to strategic analysis and communication.*

In light of growing organizational and environmental complexity, organizations are looking for new ways to simply convey their strategic options and pathways effectively to

key stakeholders. Hence we are witnessing a renewed focus on graphic rather than language-based methods of strategic communication.

2. *Creative or innovative approaches to the strategy process and strategy formulation.*

Given the speed with which strategies can be ‘commoditized’, organizations are looking for new, individualized and hard to replicate processes of strategy development.

Course Objectives

At the end of this course students are expected to have:

1. expanded their understanding of the environmental issues influencing new approaches to strategic management.
2. the ability to apply a broader range of frameworks and images of strategy to analysing different organization’s strategic pathways and choices.
3. a critical mindset that can enable them to analyse and communicate the strengths and weaknesses of conventional and emergent theoretical frameworks and ideas in strategic management.
4. become proficient in creating tailored analytical frameworks that can be utilized in order to aid different organizations in their strategic development processes.

Expected Workload

Approximately 10 hours per week.

Group Work

While students are encouraged to work together to enhance their study in this subject, all assessments will individual.

Readings

Course text/required reading:

Images of Strategy, S. Cummings & D. Wilson, Blackwell, Oxford (2003).

Recommended supplementary text:

The Strategy Pathfinder, D. Angwin, S. Cummings & C. Smith, Blackwell, Oxford (2006).

Assessment Requirements

There are three pieces of assessment for this course. More details and criteria for marking them will be issued during the introductory lectures.

1. An individual presentation of a topic selected from one of the textbook chapters or 'images of strategy'.

Due dates will vary. Students will be informed of these dates during lectures.

10%

2. A written critical review of a topic (on the same topic as chosen for assignment 1 above).

Due date: September 24, 10.30am

Word limit: 2500.

40%

3. An individual assignment examining either:

A particularly creative or innovative approach to the strategy making process, or

Developing a graphical approach/tool/framework for representing strategic options, directions and/or choices

Due date: October 8, 10.30am

Word limit: 3000

50%

Handing in assignments

Assignments should be handed in to Tricia Lapham at her office. Students must 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 completed and submitted by the due date.

Mandatory Course Requirements

In order to pass this course, students must complete all three pieces of assessment. Students must score a total of 50 marks out of 100 or more in order to pass the course. While attendance at a particular number of lectures is not compulsory, students should understand that attendance is generally linked to performance in the assignments.

Penalties

Unless an extension is sought before the due date and supported by documentary evidence from either a registered medical practitioner or a VUW student councillor, all late assignments will incur a penalty of 5% taken from the percentage grade (out of 100) given to the assignment after the deadline has passed and then for every subsequent day late (Saturday, Sunday and public holidays each count as one day).

COURSE PROGRAMME

Week 1. JULY 9

Introduction to the course.

Week 2. JULY 16

Preparation of individual presentations.

Reading: Review Images of Strategy in order to develop some ideas about what chapter you would like to present.

Week 3. JULY 23

Outlining Images of Strategy and developing the presentation timetable.

Required reading: Images of Strategy, Chapter 1.

Week 4. JULY 30

Presentation of topics 1 and 2.

Required reading: Process, Power and Change (chapter 10) and Exploration and interconnection (chapter 8) from Images of Strategy.

Week 5. AUGUST 6

Presentation of topics 3 and 4.

Required reading: Ethos (chapter 2) and Creativity (chapter 7) from Images of Strategy.

Week 6. AUGUST 13

Presentation of topics 5 and 6.

Required reading: Numbers (chapter 12) and Orchestrating knowledge (chapter 5) from Images of Strategy.

TWO WEEK BREAK

Week 7. SEPTEMBER 3

Presentation of topics 7 and 8.

Required reading: Systems thinking (chapter 9) and Organizing (chapter 3) from Images of Strategy.

Week 8. SEPTEMBER 10

Presentation of topics 9 and 10.

Required reading: Intention and anticipation (chapter 4) and Decision making (chapter 13) from Images of Strategy.

Week 9. SEPTEMBER 17

Critiquing Images of Strategy.

Required reading: Gibson Burrell's 'Backword' from Images of Strategy, to be provided in class.

Week 10. SEPTEMBER 24

Capstone case 1

Required reading: chapter 13, Images of Strategy, paying particular attention to the M&S case

Week 11. OCTOBER 1

Capstone case 2

Required reading: chapter 11 of The Strategy Pathfinder, paying particular attention to case 11.8.

Week 12. OCTOBER 8

Conclusion and review

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.