

Victoria Management School

MGMT 310 COMPETITIVE ADVANTAGE

Trimester Two 2008

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Dr David Keane

Room: RH1007, Rutherford House

Phone: 463 5700

Email: David.Keane@vuw.ac.nz

Website: www.vuw.ac.nz/vms

Meetings: By Appointment

ADMINISTRATOR

Luisa Acheson

Room: RH919, Rutherford House

Phone: 463 5381

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TUTORIAL COORDINATOR

Garry Tansley

Room: RH 915

Phone: 463-6968

Email: Garry.Tansley@vuw.ac.nz

Please contact the tutorial coordinator with all queries regarding tutorial allocations, handing in assignments, extensions, and tutorial notices.

Class Times and Room Numbers

Lecture:

| | | |
|----------|------------------|-----------------------|
| Thursday | 11.30am – 1.20pm | Rutherford House LT 2 |
|----------|------------------|-----------------------|

Workshop:

| | | |
|---------|-------------------|-----------------------|
| Tuesday | 11.30am – 12.20pm | Rutherford House LT 2 |
|---------|-------------------|-----------------------|

Trimester Dates:

Monday 7 July to Saturday 8 November 2008.

This course has a 3-hour closed book final examination. 'Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

Examination dates for trimester two: Friday 17 October to Saturday 8 November 2.

Introduction

It is the intention of this course to build on the concepts covered in MGMT 205 (Strategic Management) and to explore, in detail, a range of important issues within the field of strategic management. In particular, we will focus on issues that give rise to firms achieving and sustaining Competitive Advantage.

The most fundamental distinction made in the field is between strategy process, strategy content and strategy context. These are the three *dimensions of strategy* that can be recognised in every real-life strategic problem situation. They can be generally defined as follows:

- *Strategy Process.* The manner in which strategies come about is referred to as the strategy process. Stated in terms of a number of questions, strategy process is concerned with the *how, who* and *when* of strategy – how is, and should, strategy be made, analysed, dreamt-up, formulated, implemented changed and controlled; who is involved; and when do the necessary activities take place?
- *Strategy Content.* The product of a strategy process is referred to as the strategy content. Stated in terms of a question, strategy content is concerned with the *what* of strategy – what is, and should be, the strategy for a company and each of its constituent units?
- *Strategy Context.* The set of circumstances under which both the strategy process and the strategy content are determined is referred to as the strategy context. Stated in terms of a question, strategy context is concerned with the *where* of strategy – where, that is in which firm and which environment, are the strategy process and the strategy content embedded.

It must be emphasised that process, content and context are not the ‘elements’ of strategic management, but its ‘dimensions’. Elements can be taken apart and examined in isolation, but this is not the case with the strongly interrelated aspects of process, content and context. Strategic phenomena can be examined from a process, content or context perspective, as you would look at a box’s length, width and height, dependent on where you stand. The exclusive use of any of three angles gives only a limited view of the object under investigation. To obtain ‘depth’ of understanding of strategy, it is therefore necessary to merge process, content and context angles into a *three dimensional view* of strategic management by paying equal attention to each dimension. In this way, all essential topics in the area of strategic management and competitive advantage are covered.

In particular, the course will challenge students to think critically about the issues of strategic management facing modern global organisations. We will identify a total of 10 paradoxes (across the dimensions of process, content, and context) and in doing so illustrate how, within each paradox, there is an inherent ‘strategic tension’. This will allow us to explore the debate from multiple points of view.

Overall Course Objectives

The course description is stated as:

“An exploration of strategies and sources of competitive advantage, including generic competitive strategies, multi-point competition, the resource-based view of the firm, and the sustainability of advantage. Also considered will be the evolution of competitive capabilities over time (particularly in the New Zealand context), and implications for stakeholder relationships.”

In this course, students will be expected to challenge recipes, question received wisdom, and exhibit unconventional thinking. Specific objectives are:

- *Knowledge.* To encourage the understanding of the many, often conflicting, schools of thought and to facilitate the gaining of insight into the assumptions, possibilities and limitations of each set of theories;
- *Skills.* To develop the student’s ability to define strategic issues, to critically reflect on existing theories, to creatively combine or develop theories where necessary and to flexibly employ theories where useful;
- *Attitude.* To instil a critical, analytical, flexible and creative mindset, that challenges organisational, industry, national paradigms and problem-solving recipes.

Course-related Student Learning Objectives

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

1. Recognise the importance of critical thinking in business;
2. Apply critical thinking to a wide range of strategic management issues;
3. Debate the various 'strategic tensions' and paradoxes in business;
4. Apply the various theories of strategic management to real-life case study situations.

Weekly Classroom Process

Each of our weekly lectures will generally follow the format of:

1. In-depth lecture and discussion on some aspect of this weeks Topic Chapter from Strategy Synthesis book (About 1 Hour);
2. Advanced discussion on this weeks Topic Readings from Strategy Synthesis book – 2 Readings per chapter (About 30 mins);
3. Next week's Topic roadmap and overview (About 30 mins).

It is therefore essential that students prepare by reading both the Topic Chapter and Readings *before* coming to each lecture.

From time to time, we will have a workshop which will deal with a specific topic of interest. This could include watching a DVD, listening to a guest speaker, or doing some practical exercises.

Expected Workload

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

Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that 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 completed assignments. You will be expected and encouraged to work in groups on in-term cases; however all case analysis reports must be individual submissions.

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 MGMT310.

MGMT310 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, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired 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. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

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 in 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 will be able to login and signup (or change your signup) anytime between 12 midnight 7th July 2008 and the last date: midnight 10th July 2008. You will NOT be able to signup or change your choice after the last date - midnight 10th July 2008. Any changes will be made by the tutorial coordinator on a case by case review of your ‘exceptional circumstance’.

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.

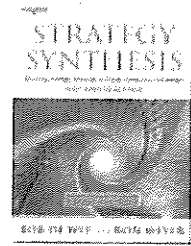
This online signup system is available round the clock over the internet. Please make use of it to sign up for a MGMT310 tutorial before midnight, the 10th July 2008. Any requests after this date any will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application 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. As there is a maximum of 17 students per tutorial class 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 by 5pm 11th July 2008. If you have any serious problems about the allocations see the Tutorial Coordinator ASAP.

Readings

The *required* textbook is:

Strategy Synthesis: Resolving Strategy Paradoxes to Create Competitive Advantage, 2nd Edition. Bob De Wit and Ron Meyer (2005). Thompson Publishing. Available from VUW bookshop. It is essential that all students have a copy of this book and bring it to each class as all lecture materials are taken from it. A small number of additional items will be posted on the MGMT310 blackboard site throughout the trimester.

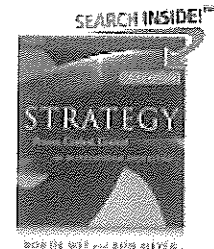


A further two books, which students may find useful are:



1. *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management* by Henry Mintzberg, et al. (1998). The Free Press.

2. *Strategy – Process, Content, Context: An International Perspective, (Text and Cases), 3rd Edition.* Bob de Wit and Ron Meyer (2004). Thompson Publishing.



Copies of these two books are on Closed Reserve in the Faculty of Commerce and Administration Library.

Assessment Requirements

| Assignment | Title | Weight | Date |
|------------|---|-------------|--|
| 1 | Individual Tutorial Participation | 15% | Attend and Participate in 6 tutorials. |
| 2 | Case Study Analysis Reports (submit 3 out of 5) | 30% | Before 5pm on the Monday of each week in MGMT 310 Box #24 Mezzanine floor. |
| 3 | Final Examination | 55% | 17 Oct – 8 Nov 2008. |
| | TOTAL | 100% | |

1. **Individual Tutorial Participation (15%):** MGMT 310 tutors will be using the following general guide to determine your tutorial participation mark.

- 100% (10/10):** Frequent and consistent contributions which show an excellent understanding of the case and makes significant reference to the course readings and beyond. Comments demonstrate excellent interweaving of theory and practice.
- 75% (7.5/10):** Frequent and consistent contributions that show a good understanding of the case and that sometimes make reference to the course readings. Comments demonstrate good interweaving of theory and practice.
- 50% (5/10):** Sporadic contributions to class/group discussion; comments showed some understanding of the case but made little to no reference to the course readings.
- 25% (2.5/10):** Negligible contribution to class/group discussion: “I came, I listened, but only participated in the proceedings on rare occasions”.
- 0% (0/10):** Any student who attended **fewer than six** tutorials.

2. Case Study Analysis Report (30%)

Three Case Study Analysis Reports each worth 10% (3 x 10% = 30%). You can choose from any of the five cases listed on the course schedule. Each student should prepare a written summary addressing the questions accompanying each case study. Each case analysis write-up should be no more than 1500 words. Good case study analysis reports will:

- Address the questions as set out;
- Identify and discuss the strategic issues within the case;
- Integrate theory and practical considerations;
- Be clearly written and presented, and without grammatical errors.

All completed case study analysis reports must have a cover sheet. The cover sheet is in Annex A. 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.

You may discuss work with other students; but case study analysis reports must be individual submissions.

Case Study Analysis Reports are due the week the case is scheduled. They must be submitted before 5pm on the Monday in the MGMT 310 box #24 located in the Mezzanine Floor of Rutherford House.

The due dates for Case Study Analysis Reports are:

| Case No | Case Name | Due Date/Time |
|---------|-----------------------|---------------------------|
| 1 | FedEx Corporation | Monday 28 July at 5pm |
| 2 | Virgin | Monday 4 August at 5pm |
| 3 | Caterpillar | Monday 11 August at 5pm |
| 4 | Shell and Billiton | Monday 1 September at 5pm |
| 5 | LoJack and MicroLogic | Monday 8 September at 5pm |

3. Examination (55%)

Date: 17 October- 8 November 2008

Students with examinations are obliged to be present at university until the end of the examination period

The examination is worth 55% of the total marks available for this course. It is closed book 3-hour examination. Essay style answers are expected. You will be assigned a case to study and asked to answer questions about the case that will require you to draw on different theories covered in the course. All book chapters and readings covered during the course are examinable.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 6 out of the 7 tutorial sessions;
- b. Submit 3 out of the 5 Case Study Analysis Reports within the allowable timeframe (see Penalties section) below (i)); and
- c. To obtain at least 40 per cent (i.e. 22 marks out of 55) of the final examination marks available.

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, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

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 (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **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 Course Requirements**.
- (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 **Tutorial 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 clearly stating the **dates** the illness or event has prevented you from undertaking your academic studies. This can be applied retrospectively. A medical note or counsellor's report that simply says "Joe Bloggs has seen me on the 30th of July" is not sufficient.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **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. **The penalty will be X% of the grade for an assignment which is X% 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 this 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 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 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 into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow 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>).

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, eg
MGMT300_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

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 on the ground floor (EA005). This counter is the first point of contact for :

- 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.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://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.

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.victoria.ac.nz/home/about/policy/students.aspx

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

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

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 students or staff.

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

Note: including the work of others will not be considered plagiarism as long as the work 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:

www.victoria.ac.nz/home/studying/plagiarism.html

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 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

MGMT 310 - COURSE PROGRAMME

1. Week beginning Monday 7 July

Topic: Course Introduction
Tuesday Workshop: No Workshop
Thursday Lecture: Chapter 1

2. Week beginning Monday 14 July

Topic: Strategic Thinking: The Paradox of Logic and Creativity
Tuesday Workshop: No Workshop
Thursday Lecture: Chapter 2 and Readings 2.1 and 2.2
Tutorial 1: Preparing a Case Study Analysis

3. Week beginning Monday 21 July

Topic: Strategy Formation: The Paradox of Deliberateness and Emergence
Tuesday Workshop: No Workshop
Thursday Lecture: Chapter 3 and Readings 3.1 and 3.2

4. Week beginning Monday 28 July

Topic: Strategic Change: The Paradox of Revolution and Evolution
Tuesday Workshop: TBA
Thursday Lecture: Chapter 4 and Readings 4.1 and 4.2
Tutorial 2: Case: FedEx Corporation

5. Week beginning Monday 4 August

Topic: Business Level Strategy: The Paradox of Markets and Resources
Tuesday Workshop: TBA
Thursday Lecture: Chapter 5 and Readings 5.1 and 5.2
Tutorial 3: Case: Virgin

6. Week beginning Monday 11 August

Topic: Corporate Level Strategy: The Paradox of Responsiveness and Synergy
Tuesday Workshop: TBA
Thursday Lecture: Chapter 6 and Readings 6.1 and 6.2
Tutorial 4: Case: Caterpillar

***** Mid-trimester break *****

7. WEEK BEGINNING MONDAY 1 SEPTEMBER

Topic: Network Level Strategy: The Paradox of Competition and Cooperation
Tuesday Workshop: TBA
Thursday Lecture: Chapter 7 and Readings 7.1 and 7.2
Tutorial 5: Case: Shell and Billiton

8. WEEK BEGINNING MONDAY 8 SEPTEMBER

Topic: The Industry Context: The Paradox of Compliance and Choice
Tuesday Workshop: TBA
Thursday Lecture: Chapter 8 and Readings 8.1 and 8.2
Tutorial 6: Case: LoJack and Micrologic

9. WEEK BEGINNING MONDAY 15 SEPTEMBER

Topic: The Organisational Context: The Paradox of Control and Chaos
Tuesday Workshop: TBA
Thursday Lecture: Chapter 9 and Readings 9.1 and 9.2
Tutorial 7: Case Analysis Review

10. WEEK BEGINNING MONDAY 22 SEPTEMBER

Topic: The International Context: The Paradox of Globalisation and Localisation
Tuesday Workshop: TBA
Thursday Lecture: Chapter 10 and Readings 10.1 and 10.2

11. WEEK BEGINNING MONDAY 29 SEPTEMBER

Topic: Organisational Purpose: The Paradox of Profitability and Responsibility
Tuesday Workshop: TBA
Thursday Lecture: Chapter 11 and Readings 11.1 and 11.2

12. WEEK BEGINNING MONDAY 6 OCTOBER

Topic: Course Review and Exam Preparation
Tuesday Workshop: TBA
Thursday Lecture: Chapters 1-11 and All Readings

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MGMT 310 Individual Case Study Analysis Report Cover Sheet - 3

Your Name: _____ Student ID: _____

Case Name: _____

Tutor's Name: _____ Tutorial Number: _____

Tutorial Day: _____ Tutorial Time: _____

Date Due: _____ Date Submitted: _____

*I have read and understood the university policy on Academic Integrity and Plagiarism.
I declare this assignment is free from plagiarism.*

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____

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Victoria Management School

MGMT 310 Individual Case Study Analysis Report Cover Sheet - 2

Your Name: _____ Student ID: _____

Case Name: _____

Tutor's Name: _____ Tutorial Number: _____

Tutorial Day: _____ Tutorial Time: _____

Date Due: _____ Date Submitted: _____

*I have read and understood the university policy on Academic Integrity and Plagiarism.
I declare this assignment is free from plagiarism.*

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____

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Victoria Management School

MGMT 310 Individual Case Study Analysis Report Cover Sheet - 1

Your Name: _____ Student ID: _____

Case Name: _____

Tutor's Name: _____ Tutorial Number: _____

Tutorial Day: _____ Tutorial Time: _____

Date Due: _____ Date Submitted: _____

*I have read and understood the university policy on Academic Integrity and Plagiarism.
I declare this assignment is free from plagiarism.*

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____