

Victoria Management School

MGMT 418 CURRENT TOPICS IN STRATEGIC MANAGEMENT

Trimester Two 2008

COURSE OUTLINE

Contact Details

COURSE COORDINATOR:

Professor Stephen Cummings
Rutherford House Room 930
E-mail: stephen.cummings@vuw.ac.nz

ADMINISTRATOR

Luisa Acheson,
Rutherford House Room 919
Phone: 463 5381
E-mail: luisa.acheson@vuw.ac.nz

Class Times and Room Numbers

Time: Thursday 12.40pm-3.30pm
Room: RWW 415

Trimester Dates: Monday 7 July to Saturday 8 November 2008.

There is no final examination for this course

Course Content

This course builds on MGMT 205, Strategic Management and MGMT 417. It explores in greater depth 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).

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 Luisa Acheson at her office RH 919. 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 or 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.

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/resources/virtualref.shtml#style>).

Grading guidelines

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

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

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.
- (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, eg 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 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 10% of the grade for an assignment which is 10% over the word limit.

Communication of Additional Information

Important announcements and other materials will be placed on the Blackboard system and students should frequently consult it.

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.

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.

COURSE PROGRAMME

Week 1. JULY 10

Introduction to the course.

Week 2. JULY 17

Outlining Images of Strategy and developing the presentation expectations.

Required reading: Images of Strategy, Chapter 1.

Week 3. JULY 24

Preparation of individual presentations.

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

Week 4. JULY 31

Presentation of topics 1 and 2.

Required reading: chapters from Images of Strategy tba.

Week 5. AUGUST 7

Presentation of topics 3 and 4.

Required reading: chapters from Images of Strategy tba.

Week 6. AUGUST 14

Review of presented topics.

Required reading: presentation materials.

TWO WEEK BREAK

Week 7. SEPTEMBER 4

Presentation of topics 5 and 6.

Required reading: chapters from Images of Strategy tba.

Week 8. SEPTEMBER 11

Presentation of topics 7 and 8.

Required reading: chapters from Images of Strategy tba.

Week 9. SEPTEMBER 18

Critiquing Images of Strategy.

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

Week 10. SEPTEMBER 25

Capstone case 1

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

Week 11. OCTOBER 2

Capstone case 2

Required reading: TBA

Week 12. OCTOBER 9

Conclusion and review