

## Victoria Management School

### **MMBA534 STRATEGIC MANAGEMENT**

Trimester One 2009

### **COURSE OUTLINE**

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#### **CONTACT DETAILS**

##### **COURSE COORDINATOR**

**Professor Stephen Cummings**

Room: RH 911, Rutherford House

Email: [stephen.cummings@vuw.ac.nz](mailto:stephen.cummings@vuw.ac.nz)

Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

##### **SENIOR ADMINISTRATOR**

**Linda Walker**

Room: RH1004, Rutherford House

Phone: 463 5367

Email: [Linda.walker@vuw.ac.nz](mailto:Linda.walker@vuw.ac.nz)

##### **Class Times and Room Numbers**

Tuesdays: 5.40pm - 7.30pm (RHLT3)

**Trimester Dates:** Monday 2 March to Wednesday 1<sup>st</sup> July 2009.

**Withdrawal dates:** Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

#### **Introduction**

MMBA534 provides participants with a working understanding of classic frameworks in strategic management along with some of the latest thinking in this area.

At the end of the course, participants will have, and be able to apply, a toolkit that will enable them to approach and structure any business scenario and develop clear strategies for the organizations they work with and for. Skills will be developed by using frameworks and ideas to analyze real-world business cases from Asia, Oceania, Europe, Africa and the Americas.

However, the focus will not just be on designing strategy. The program will also emphasize developing participants' ability to effectively communicate strategies and involve others in the process of developing strategy and strategy processes.

## **Programme and Course-related Learning Objectives**

This course will provide students opportunity:

- to develop oral, written and IT-related communication skills
  - through active participation in tutorial and class discussion
  - through the development and presentation of oral and written reports, using narrative, rhetoric and diagrammatic and other schema as forms of presentation
  - 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 and classroom discussion
- to develop leadership skills
  - through structuring independent study: a project activity, etc
  - through leading a tutorial, project or group exercise
  - through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class

## **Overall Course Objectives**

MMBA534, Strategic Management, has several objectives:

- examining contemporary issues in strategic management both globally and in New Zealand
- comprehending the complex interaction of strategy development and environmental forces
- defining issues critical to the strategy formulation process
- understanding the fundamental tools and frameworks used for strategy development
- developing an ability to formulate strategic alternatives and recommendations for organizations

## **Course-related Student Learning Objectives**

MMBA534, Strategic Management, has four student learning objectives. By the end of this course, students should be able to:

- Explain and think critically and creatively about strategy frameworks. *This will be assessed in the group and individual assignments and the final exam.*
- Describe and effectively communicate strategic analysis, alternatives and recommendations. *This will be assessed in the group and individual assignments and the final exam.*
- Apply a global and multicultural perspective of strategy. *This may be assessed in the group and individual assignments and the final exam.*
- Lead strategic discussions and developments. *This will be assessed in the group and individual assignments and the final exam.*

## **Expected Workload**

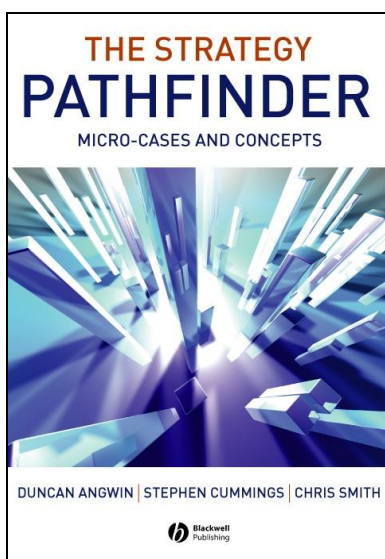
Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30 hrs during the mid-trimester break.

## **Individual Work**

While the Victoria MBA programme 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.

## Required readings

*The Strategy Pathfinder*. D. Angwin, S. Cummings, C. Smith (2007). Blackwell: Oxford 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. All subsequent page numbers referred to in this course outline refer to *The Strategy Pathfinder*, unless otherwise stated.



## Assessment requirements

A student's overall grade in the course will be determined in the following manner:

Assignment	Title	Weight	Date
1	Group Assignment	15%	Throughout the course
2	Individual Assignment	35%	April 8 & May 27 at 3pm
3	Final Examination	50%	12 June – 1 July 2009
	<b>TOTAL</b>	<b>100%</b>	

### 1. Group Assignment. 15%. Due date:

**Case report.** You may choose from any of the **cases** discussed during the first six weeks of the lecture programme. Each group should prepare a written summary of what they believe to be the key issues and learning points for each chosen case. Each case report should be no more than 1000 words. Examples of good case reports and more information about our expectations for these summaries will be provided on blackboard and/or during classes.

Groups will prepare two copies of each report, keeping the second copy for their own reference and for use during the course. Groups must also keep an electronic copy of their assignment.

### 2. Individual Assignment. 35%. Due date:

**Case report.** You may choose from any of the **cases** discussed during the second six weeks of the lecture programme. Each student should prepare a written summary of what they believe to be the key issues and learning points for each chosen case. Each case report should be no more

than 1000 words. Examples of good case reports and more information about our expectations for these summaries will be provided on blackboard and/or during classes

You may discuss your work on this assignment with other students; but reports **must** be individual submissions.

Assignments will be marked according to assessment criteria that relate to MMBA534's 'student learning objectives' (see page 3 of this outline).

### **3. A closed-book 3-hour examination based on a case study/ies (50%).**

Examination dates for trimester one: Friday 12<sup>th</sup> June to Wednesday 1<sup>st</sup> July 2009 (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The examination is worth 50% of the total marks available for this course. It is closed book 3-hour examination. You will be required to answer questions about a case study or case studies that will require you to draw on different theories and frameworks covered in the course. All book chapters covered during the course are examinable.

#### **Handing in assignments:**

Assignments should be handed in at the beginning of lectures on the due dates listed above or before the lecture to Victoria Management School Reception, Level 10, Rutherford House.

#### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Submit the Group and Individual Assignments; and
- b. To obtain at least 40 per cent (i.e. 20 marks out of 50) of the final examination marks available.

#### **Penalties**

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A "zero" mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

#### **Victoria MBA Grading Standards are as follows:**

##### Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85 and above %): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

##### Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds "competency".

##### Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

##### Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

### Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

### Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

## 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.

## 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.

## 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 mis-referencing, 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](http://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](http://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](http://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](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 6015. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.

## MMBA534 COURSE PROGRAMME

### **1. TUESDAY 3 MARCH**

#### **Course Introduction**

(Text - read pp. v-xiii *Strategy Pathfinder*)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- Understanding course objectives and expectations. (Review course outline).
- Discussing the assessment project.
- The communication of strategy.
- Using *The Strategy Pathfinder*

Lecture Case: Cereality, p.151 *Strategy Pathfinder*

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### **2. TUESDAY 10 MARCH**

#### **The Macro-Environment**

(Text - read Chapter 1 *Strategy Pathfinder* pp.1-29)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- The Icarus paradox.
- Structuring the external business environment.
- PEST and ESTEMPLE.
- SWOT analysis.
- “Fast failing” and corporate agility.

Lecture Case: Nike - Local actions, global response, p.19

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### **3. TUESDAY 17 MARCH**

#### **Stakeholders and Governance**

(Text - read Chapter 2 *Strategy Pathfinder* pp. 31-59)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- Strategy processes.
- Stakeholder analysis.
- Public versus private ownership.
- The power/interest matrix.
- When to use, and how to manage, consultants.

Lecture Case: How McKinsey & Co. train their strategy consultants (read Merry Men and Virgin and Fad Power, p. 55 and p. 58)

#### **4. TUESDAY 24 MARCH**

##### **The Industry Environment**

(Text - read Chapter 3 *Strategy Pathfinder*, pp. 61-87)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- Perfect and imperfect competition.
- Industry margins.
- Five forces of industry.
- Industry life cycles.
- Value nets and co-optition.

Lecture Case: High Tech Hell, p. 79 (+ Dell + Big Pharma, readings provided at the lecture).

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#### **5. TUESDAY 31 MARCH**

##### **The Big Picture - Corporate Strategy**

(Text - read Chapter 4 *Strategy Pathfinder* pp. 89-115)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- Portfolio strategies.
- Parenting advantage.
- BCG and Diversification matrix.

Lecture Case: Easy Empire, p. 108

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#### **6. TUESDAY 7 APRIL**

##### **Positioning - Competitive Strategy**

(Text - read Chapter 5 *Strategy Pathfinder* pp. 117-152)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- The value chain.
- Generic strategy matrix.
- Five types of competitive advantage.
- The strategy clock.

Lecture Cases: Two Brews, p.139; Cereality, p. 151

\*\*\*\*\*The group case report should be handed in at the beginning of this lecture.\*\*\*\*\*

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\*\*\*\*\* MID-TRIMESTER BREAK \*\*\*\*\*

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## **7. TUESDAY 28 APRIL**

### **Living Strategy**

(Text - read Chapter 6 *Strategy Pathfinder* pp.153-179)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- Resource-based view of the firm,
- The learning organization.
- The knowledge society.
- Strategy through 'stories'.
- Emergent strategies.

Lecture Case: + Video: *Skill Saws* (case will be provided in week 6's lecture)

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## **8. TUESDAY 5 MAY**

### **Corporate Character & Crossing Borders**

(Text - read Chapters 7 & 8 and *Strategy Pathfinder* pp. 181-234)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- The impact of national culture.
- The Porter Diamond.
- The Seven-S frameworks.
- The Corporate Culture Web.
- Values, vision and mission.

Lecture Case: World's Local Bank (video + read *Strategy Pathfinder* p. 230-232)

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## **9. TUESDAY 12 MAY**

### **Guiding Strategic Change**

(Text - read Chapter 9 *Strategy Pathfinder* pp.235-262)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- Kotter's 8 steps.
- Change management styles.
- Leadership locus.
- Modes of resistance.
- Blending change and continuity.

Lecture Case: Pringle of Scotland (video + read p. 245-249)

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## **10. TUESDAY 19 MAY**

### **Sustainability**

(Text - read Chapters 10 *Strategy Pathfinder* pp.263-288)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- Sustainable competitive advantage
- Triple-bottom line
- Corporate social responsibility

Lecture case: Handi Ghandi Curries, p. 281

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## **11. TUESDAY 25 MAY**

### **Maverick Strategies**

(Text - read Chapters 11 *Strategy Pathfinder* pp.289-317)

By the end of the session students should have developed an understanding of the following frameworks and topics.

- Value innovation
- 'Blue-Ocean' strategies
- Next practice
- Organigraphs and value-chimera

Lecture Case: To be announced...

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## **12. TUESDAY 2 JUNE**

### **Course Review/Exam Preparation**

- Course summary
- Reviewing and reflecting upon the course.
- Looking at how to prepare for the final exam.

\*\*\*\*\*The individual case report should be handed in at the beginning of this lecture.\*\*\*\*\*

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