

## Victoria Management School

### **MMBA 535 Advanced Strategic Management**

Trimester One 2009

### **COURSE OUTLINE**

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#### **Contact Details**

##### **COURSE COORDINATOR**

Mark J. Ahn, Professor and Chair, Science & Technology Entrepreneurship  
Faculties of Commerce & Administration and Science  
Room: RH928, Rutherford House  
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##### **SENIOR ADMINISTRATOR**

###### **Linda Walker**

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

Lecture: LT3 (Government Bldg) Day: Mondays, 1740-1930

**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**

Globalization, information technology, and advances in life sciences are fundamentally changing the world, as well as increasing the pace and competitive intensity of business. Amidst this dynamic change, business leaders must be equipped to plan, communicate, lead, and deliver results amidst revolutionary change and uncertainty. The objective of MMBA 535 is to provide you with substantial exposure and hands on experience to high velocity, high complexity technology-based industries, with particular emphasis on business planning for start up and emerging companies operating in New Zealand in a global context. At the end of this course, students will be able to prepare a comprehensive and effective business plan which may be used to obtain financing and serve as a blueprint for starting and managing a technology-based company.

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

Our graduates will:

- demonstrate application of critical and creative thinking skills to practical and theoretical problems
- be effective communicators
- have a global and multicultural perspective
- recognise, support and display leadership
- develop specific knowledge and skills in at least one business, or public policy discipline area such as Strategic Management

## **Overall Course Objectives**

The course has several objectives, which include:

- Describe the key steps required to build and manage a technology-based company, taking technology from research to the marketplace and developing a successful high-growth company
- Understand the concepts of technology-driven, high growth, as well as the competencies, skills, know-how and experience, attitudes, resources and networks that are sufficient to pursue different innovative opportunities
- Demonstrate how to avoid mistakes often made in conceiving, organizing and operating a new technology-based enterprises
- Develop strategies to address legal issues and protect intellectual property (IP)
- Think creatively, solve problems in completely unstructured situations and improve your communication skills
- Understand funding options including grants, co-development, angel financing, venture capital, and other outside funding sources
- Understand how and why to create a business plan and be able to effectively communicate their vision to various audiences

## **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.

### Readings

The **required** readings and materials for the course will be provided on Blackboard. The **recommended** textbook: Shane, S. (2009) Technology Strategy for Managers and Entrepreneurs. Pearson, Prentice Hall: New Jersey.

The lectures will follow approximately the following sequence:

Week	Date	Topic	Readings/Materials
1	02-Mar-09	<b>Introduction: Technology, Innovation and Management</b>	<ul style="list-style-type: none"> <li>* Hull, D. (2008) How to Thrive in Turbulent Times, Harvard Business Review</li> <li>* Kleiner, R. (2003) Recombinant Ideas. Strategy &amp; Business, Issue 37.</li> <li>* Birkinshaw, J., Hamel, G. &amp; Mol, M. (2008) Management Innovation, Academy of Management Review</li> <li>* Film clip form 12 O'Clock High and discussion</li> </ul>
2	09-Mar-09	<b>Part I: Developing a Strategic Business Plan for Globally Scaleable High Growth, Technology-Based Firms</b>	<ul style="list-style-type: none"> <li>* Bhide, A. (1994) How Entrepreneurs Craft Strategies That Work HBR, pp. 150-161</li> <li>* Stevenson, H. and Roberts, M. (2006) New Venture Financing; HBS (2005) Entrepreneur's Toolkit. Ch 4 Building a Business Model and Strategy: How They Work Together. Excerpt from Entrepreneur's Toolkit: Tools and Techniques to Launch and Grow Your Business. HBS Press: Boston.</li> <li>* Markides, C. and Geroski, P. (2004) The Art of Scale: How to Turn Someone Else's Idea Into a Big Business. Strategy &amp; Business</li> <li>* <b>Case: Cochlear Bionic Ears</b></li> <li>* <b>Case: Mesynthes</b></li> </ul>
3	16-Mar-09	<b>Building and Capturing Value: Ideas, Intellectual Property, and Innovation</b>	<ul style="list-style-type: none"> <li>* Dehoff, K. and Sehgal, V. Innovators Without Borders. Strategy and Business, Issue 44.</li> <li>* Ingelfinger, J. (2008) Melamine and the Global Implications of Food Contamination, New England Journal of Medicine</li> <li>* <b>Case: Bunge Food, Fuel and World Markets</b></li> <li>* <b>Case: Conagra The Next Chapter</b></li> </ul>
4	23-Mar-09	<b>Does location matter? Industry Clusters--Local Myths and Global Realities</b>	<ul style="list-style-type: none"> <li>* Isenberg, D. (2009) The Global Entrepreneur, Harvard Business Review</li> <li>* Christensen, C. Marx, M. and Stevenson, H. (2006) The Tools of Cooperation and Change, Harvard Business Review</li> <li>* <b>Case: Icebreaker, The US and China Entry Decisions</b></li> <li>* <b>Case: Going for Growth at Gecko Press</b></li> </ul>
5	30-Mar-09	<b>Sustainability &amp; Innovation: Does it Pay to be Green?</b>	<ul style="list-style-type: none"> <li>* Unruh G. (2008) The Biosphere Rules, Harvard Business Review</li> <li>* Ambec, S. and Lanoie, P. (2008) Does it Pay to Be Green? A Systematic Overview, Academy of Management Perspectives</li> <li>* <b>Case: Dragon's Teeth Vineyards</b></li> <li>* <b>Case: Trilogy Natural Products: Managing a Global Network for Export Growth</b></li> </ul>
6	06-Apr-09	<b>Presentation/Paper 1</b>	<ul style="list-style-type: none"> <li>* Individual Presentation/Paper: Putting Technology to Work to Create High Value Added Businesses</li> </ul>
7	13-Apr-09	<b>No Class: Mid-Trimester Break</b>	
8	20-Apr-09	<b>No Class: Mid-Trimester Break</b>	
9	27-Apr-09	<b>Part II: Leading a technology-based firm</b>	<ul style="list-style-type: none"> <li>* Ancona, D. Malone, T., Orlikowski, A. and Senge, P (2007) In Praise of the Incomplete Leader, Harvard Business Review, pp. 92-100.</li> <li>* Plato, The Republic, Book VII</li> <li>* <b>Case: Industrial Research Limited: New Zealand-Based Biopharmaceutical Entrepreneurship</b></li> </ul>
10	04-May-09	<b>Team building and turnarounds in technology-based firms</b>	<ul style="list-style-type: none"> <li>* Kozlowski, S. and Ilgen, D. (2007) The Science of Team Success. Scientific American, pp. 54-61;</li> <li>* Miles, S. and Watkins, M. (2007) The Leadership Team: Complimentary Strengths or Conflicting Agendas? Harvard Business Review, pp. 90-98</li> <li>* Goffee, R. and Jones, G. (2007) Leading Clever People. Harvard Business Review, pp. 72-79.</li> <li>* Film clip from Apollo 13 movie and discussion</li> <li>* <b>Case: Translating Technological Invention into Global Commercial Innovation: Zygem Corporation</b></li> </ul>
11	11-May-09	<b>Governance, Growth and Greek Choirs: What are the Roles and Responsibilities of Boards of Directors?</b>	<ul style="list-style-type: none"> <li>* Sonnenfeld, J. (2002) What Makes Great Boards Great?, Harvard Business Review, pp. 1-9; (2)</li> <li>* Bamford, J. and Ernst, D. (2005) Governing Joint Ventures, McKinsey Quarterly.</li> <li>* Herb, E, Leslie, K, Price (2001) Teamwork at the Top. McKinsey Quarterly, Vol 1.</li> <li>* <b>Case: Sophocles' Antigone</b></li> <li>* <b>Case: Magritek: Global Technology-Based Entrepreneurship from New Zealand</b></li> </ul>
12	18-May-09	<b>Presentation/Paper 2</b>	<ul style="list-style-type: none"> <li>* Individual Presentation/Paper: Public-Private Sector Partnerships to Address Social Issues</li> </ul>
13	25-May-09	<b>Social Change and Business</b>	<ul style="list-style-type: none"> <li>* Howard, R. Values Make the Company, Harvard Business Review</li> <li>* Friedman, M. (1970) The Social Responsibility of Business is to Increase its Profits, NYT</li> <li>* Ahn, M., Grimwood, A., Schwarzwald, H. &amp; Herman, A. 2003. Ethics and the HIV/AIDS Pandemic in the Developing World, Journal of International Association of Physicians in AIDS Care.</li> <li>* <b>Case: OneWorldHealth</b></li> <li>* <b>Case: Kickstart</b></li> </ul>
14	01-Jun-09	<b>Final Presentations/Papers: Business Planning</b>	<ul style="list-style-type: none"> <li>* <b>Team Presentation/Paper: Building a Globally Scaleable Business from NZ</b></li> </ul>

## Assessment Requirements

The final grade will be based upon contributions from:

	<u>% Weight</u>
Participation	15%
Individual Paper/Presentation #1	35%
Individual Paper/Presentation #2	35%
Team Paper/Presentation	<u>15%</u>
	100%

- **Participation** will include contributions to the discussions on readings, lectures, and peer presentations, as well as serving as a discussant to one of the cases.
- **Individual Paper & Presentation #1:** Please choose a company or business person who has used technology to create a high value-added, global company. Please independently research, and answer the following questions below. The paper should be 2-4 pages, double-spaced; and the Powerpoint presentation delivered via personal computer should no more than 5 slides.
  - What is this the firm/product and what is it's development history?
  - What attributes makes this firm/product unique?
  - What business lessons can be learned from this firm/product?
- **Individual Presentation #2:** Please choose a company or business person who has used technology to develop public-private sector partnerships to address an important social issue. Please independently research, and answer the following questions below. The paper should be 2-4 pages, double-spaced; and the Powerpoint presentation delivered via personal computer should no more than 5 slides.
  - What is this the firm/business person and their history?
  - What attributes makes this firm/business person unique?
  - What business lessons can be learned from this firm/business person?
- **Team Paper/Presentation #3:** Using the business plan outline provided and working with your team, you will develop a real-time business case for a NZ-based firm seeking to build a globally scalable company. Please develop a joint business plan paper and presentation. The paper should be no more than 10 pages, double-spaced; and the Powerpoint presentation delivered via personal computer should no more than 10 slides.

## Handing in assignments

Assignments should be emailed to [mark.ahn@vuw.ac.nz](mailto:mark.ahn@vuw.ac.nz) by the due time on the due date. All completed assignments 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.

## 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.

### 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

The following words (modified as necessary for particular circumstances) should appear in course outlines, when work submitted by students is likely to be checked by 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.

ANNEX A



**Victoria Management School**

**MMBA 535 Individual Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

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: \_\_\_\_\_