

## Victoria Management School

### MMMS 514 STRATEGIC MANAGEMENT

Trimester One 2009

## COURSE OUTLINE

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### Names and Contact Details

#### COURSE COORDINATOR

##### Dr Sean Devine

Room: RH913, Rutherford House

Phone: 463 5730

Email: [sean.devine@vuw.ac.nz](mailto:sean.devine@vuw.ac.nz)

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

#### ADMINISTRATOR

##### Luisa Acheson

Room: RH912, Rutherford House

Phone: 463 5381

Email: [luisa.acheson@vuw.ac.nz](mailto:luisa.acheson@vuw.ac.nz)

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

#### Class Times and Room Numbers

Lecture: Friday

Time: 13:40 to 16:30.

Venue: RWW129

**Withdrawal dates:** Information available via

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

#### Introduction

The Strategic Management course focuses on the longer term strategic management issues faced by an organisation operating in a complex and evolving environment. After introducing some key ideas, the course will examine how the strategic management processes, to do with acquiring/accessing/developing new resources, differ in different contexts. It will examine the range of decisions that are strategic to an organisation, as well as the forces that influence the evolution of strategy over time. The course is designed to provide an understanding how strategies can be articulated and managed through planning and control. It takes a broad perspective and familiarises participants with the literature on strategic management, building on previous studies of strategy in a way that will challenge participants to think critically about issues and assumptions that impact on an organisation's long term strategic directions. At the end of the course, it is expected that the participants will have developed their own workable understandings of strategy that will allow them to bring a fresh perspective to strategy development in a changing world.

## **MMMS Programme Learning Objectives**

- Display innovative thinking through creative solutions and insights on management-related problems and methods.
- Combine existing and original research into a research project that adds to knowledge.
- Convey key management concepts concisely in an appropriate written format.
- Display articulate oral communication skills.
- Co-operate in teams to effectively present management information and analysis.
- Demonstrate their knowledge of local and national organisational environments and construct strategies from a global perspective.

## **Overall Course Objectives**

The objective of the Masters of Management Studies course is to provide an overall understanding of strategic management as a field of scholarly enquiry in a way that prepares managers to think and manage strategically. The focus of the course will be on seminal works from the strategic management literature. The general areas of study cover: the definition of the strategy concept; strategic planning; strategic intent/vision; organisational purpose; resource allocation; tracking performance (through financial and strategic control systems) and stakeholder issues. Your essay on strategy will assess your understanding of these areas. These sessions provide perspectives on how organisations design, refine and elaborate their strategies as well as providing key mechanisms for both strategic momentum and change. Later, the course will consider some of the main ways in which organisations gain access to new/additional resources through strategic alliances, and internal development. As with ongoing strategy making, these initiatives involve implications for planning, resource allocation and control. The relevance of motivational drivers and the management processes are explored through a case study.

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

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

- to demonstrate an understanding of the major theoretical frameworks and concepts relevant to strategy;
- to use these frameworks to critically evaluate or develop strategic initiatives in real management situations;
- to develop an ability to clearly communicate/ reason/ argue/ and give recommendations on strategy formation within an overarching strategic framework in both written and oral work.
- to recognise the importance of critical analysis techniques and management processes in strategy development.
- to develop an understanding of scholarly research and the capability to access developments in the field of strategy through the appropriate international literature.

## **Expected Workload**

Students can expect the workload to be approximately 12 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 and assignments; however reports must be individual submissions.

## Readings

MMS students will need to be familiar with selected readings from “*The Strategy Pathfinder; Core Concepts and Micro-Cases*” by D. Angwin, S. Cummings and C. Smith (Blackwell 2008). A number of copies will be available for class and students will be expected to share these.

In addition, the class will meet once a week and each week will be devoted to the topic as listed in the schedule below. A reading list for each topic will be distributed along with copies of selected articles/book extracts. You are expected to have studied each of the readings distributed, and to contribute to the seminar’s discussion of each of these readings.

Approximately every second or third week, you will be expected to **prepare a brief** (500 word – no more than 2 pages) summary of one of the assigned readings and will be asked to lead the seminar’s discussion of that article or book chapter. A copy of your summary should be made for each participant in the course.

When studying an article (or book chapter), pay close attention to:

- the theoretical justifications provided for the research questions;
- defining the author’s contribution to the literature;
- points of convergence with, and departure from, the other articles;
- aspects of the article that you feel deserve critiquing;
- what the article leaves unfinished.

And additionally, for empirical analyses,

- address how well the concepts actually measure the constructs they are aiming to;
- the implications of the research methodology and data collection methods for the findings and interpretations; and
- possible empirical issues for future research.

In order to complete an effective summary and lead the discussion, it may be necessary to do some additional reading from other articles referenced by your article (or book chapter).

Examination of case material will focus on the issues raised in the readings for that week and typically occur in the last part of the class.

## Assessment Requirements

Assignment	Title	% of Marks Available	Due Date
1	Contributions to class discussion	15%	Each class
2	Essay: The concept of Strategy	20%	20 <sup>th</sup> April 2009
3	Group Diversification analysis	10%	15 <sup>th</sup> May 2009
4	Case Analysis	15%	29 <sup>th</sup> May 2009
5	Final Examination	40%	12 <sup>th</sup> June- 1 <sup>st</sup> July
	<b>TOTAL</b>	<b>100%</b>	

### 1. Class Discussion

Date: Each class

Marks: 15%

As is appropriate for a post-graduate course, classes will be conducted on the basis that course members have as much to learn from each other as well as from the course coordinator. Course members will be expected to lead class discussions and also contribute to these discussions when others lead. When you are leading a discussion you will need to carefully read the materials/case studies prior to the class, provide a detailed analysis of your assigned reading, and assemble your ideas into a structured form that

allows you to effectively lead the discussion. A two page summary of the key issues (**absolutely no more than two pages**) is to be circulated to other class members at the time of presentation.

I encourage you to discuss the readings with other class members prior to class, as this will help to reinforce your understanding, as well as provide an opportunity for other interpretations to be considered.

I will make an effort to facilitate your class contributions and to ensure that each student has the opportunity to contribute to the discussions. Contributions will be assessed on the quality of the insights offered by the course member, over the whole semester, into strategic management concepts/theory and other issues raised by the reading material and case histories.

## **2. Individual Assignment - Essay: The Concept of Strategy**

Due: 5:00 p.m. Monday April 20<sup>th</sup> Marks: 20%

Word Limit: 4,000

During the first part of the semester, you will be required to write a short essay that defines and describes the strategy concept as you understand it. Similarities with, and differences from, the existing definitions in the literature should be clearly indicated. The essay should also describe what is considered to be part of strategy/strategic management and what is not and why. In doing this, it may be useful to link strategy to other key aspects of the strategic management process. Feedback will be given on your draft so that it can be revised before a grade is assigned. On April 3<sup>rd</sup>, also be prepared to make a short presentation, up to 10 minutes, on the key aspects of your concept of strategy. Length guide for essay: 3000-4000 words (see note below on word limits).

I will comment on an essay draft if it is e-mailed to me from **March 30<sup>th</sup> – April 4<sup>th</sup>**.

## **3. Group Diversification Presentation**

Due: For class Friday May 15<sup>th</sup> Marks: 10%

On, May 15th each group (2-3 per group) will do a 20-minute presentation on the history, motives, implementation and success (current and future) of a diversified company. Your analysis should assess how the current diversification posture was achieved, the modes through which it was achieved (mergers, acquisitions, internal development) as well as the gathering of information on the processes used to create value through diversification. Only a group presentation is required, but please keep all documentation, as it may be useful for generating case histories in the future.

## **4. Individual Assignment - Case Analysis: Strategy Implementation**

Due: 5:00 pm Friday May 29<sup>th</sup> Marks: 15%

Word limit: 2,500

On Friday May 22nd, a case study and associated questions will be distributed. You will have one week to analyse the case and answer the questions. Due on **Friday May 29th, 2009** (see note below on word limits).

## **5. Examination**

Date: 12<sup>th</sup> June 2009 – 1<sup>st</sup> July 2009

Marks: 40%

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 40% of the total marks available for this course. It is closed book 3-hour examination and no computers (except with prior written approval for medical reasons) or electronic calculators will be allowed in the examination room. Essay style answers are expected.

A course and exam review session will be held on **June 5th**. The areas covered in the review will still be somewhat broad and you will need to do some reading in addition to that covered in class. An extended bibliography for each session will direct you to some potentially relevant articles.

All material covered during the course is examinable unless otherwise stated in writing.

### **Handing in assignments**

Assignments should be emailed to me at [sean.devine@yvw.ac.nz](mailto:sean.devine@yvw.ac.nz) before 5 pm on the due date, or if this creates problems, a hard copy can be placed into my mail pigeon hole on the 9<sup>th</sup> floor Rutherford House. All completed assignments must include the name of the assignment, the author and student ID and the course code on the first page. If I do not acknowledge the receipt of the assignment within 24 hours please contact me immediately. All completed assignments must include the title of the assignment, the student name and student ID number. 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.

### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Meet the assignment requirements including length and deadlines, subject to the penalties outlined in the Penalties section below;
- b. Submit all assignments within the allowable timeframe (see Penalties section) below (i));
- c. Obtain at least 40 per cent (i.e. 20 marks out of 50) 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 or on the Mezzanine Floor Notice-board.

### **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 students 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 clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.

- (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 **Courser 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. Word limits do not include the references. **The penalty will be 2.5% of the grade for an assignment which is 5% over the word limit.** Since a style of writing suitable for professional reports is required, significant departures from an economical style or inattention to spelling, grammar, punctuation can also result in a lower grade.

### 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

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 (Annex B) 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

An e-mail list of all students will be created in the first class and will be used to communicate changes, updates, and information to all class members. Please inform the course coordinator of any changes to your email.

## **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

MGMT 417\_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.

## **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)

### **Notice of Turnitin use to prevent plagiarism**

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 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.

### **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.



## ***COURSE SCHEDULE***

<b>March 6</b>	Introduction
<b>March 13</b>	Concept of Strategy
<b>March 20</b>	Concept of Strategy (cont.) Case: DELTEC
<b>March 27</b>	Strategic Planning, Strategic Intent and Vision Case: Strategic Planning at Oldelft
<i>[April 4th</i>	<i>Draft Essay emailed in: Concept of Strategy - email to sean.devine@vuw.ac.nz]</i>
<b>April 3</b>	Resource Allocation Processes Strategy presentations: 10 minutes per class member
<b>Mid-Trimester Break</b> (April 13 - April 24)	
<i>[Apr 20 th</i>	<i>Essay: the Concept of Strategy]</i>
<b>May 1</b>	Tracking Performance: Financial and Strategic Control Systems Video: R. Moss-Kanter
<b>May 8</b>	Corporate Strategy: CEOs and Top Management Teams
<b>May 15</b>	Diversification: Rationales and Implications In-class presentation of company analysis
<b>May 22</b>	Small to Medium Enterprises (SMEs): Specific issues, networking & clustering. Case Study (TAIT) material distributed.
<i>[May 29th</i>	<i>TAIT Case Study: Strategy Implementation handed in]</i>
<b>May 29</b>	Internal Development: Knowledge and Learning Processes Video: Handy et al.
<b>June 5</b>	Strategic Alliances: Motives and Process Issues <b>Course and Exam Review</b>

ANNEX A



**Victoria Management School**

**MMMS 514**

**Individual Assignment Cover Sheet**

Name: \_\_\_\_\_

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

Lecturer's Name: \_\_\_\_\_

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: \_\_\_\_\_