TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Government

STRA 502
STRATEGIC ANALYSIS
(15 Points)

Trimester 1 / 2009

COURSE OUTLINE

Names and Contact Details

Course Coordinator: **Dr Lance Beath**
Room RWW 505, Level 5, Railway West Wing, Pipitea Campus
Telephone: 027 4365 234
Email: lance.beath@vuw.ac.nz

Administrator: **Darren Morgan**
Room RH 821, Level 8, Rutherford House, Pipitea Campus
Telephone: (04) 463 5458
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School of Government Office Hours: 8.30am to 5.00pm, Monday to Friday

Trimester Dates

Monday 2 March to Wednesday 1 July 2009

Class Times and Room Numbers

Module One:	Wednesday 25 February 2009	8.30am – 6.00pm
Module Two:	Wednesday 22 April 2009	8.30am – 6.00pm
Module Three:	Wednesday 10 June 2009	8.30am – 6.00pm

Locations: Classes will be held on the Pipitea Campus of Victoria University in Wellington and you will be advised of your classroom one week prior to each module by email.

Withdrawal Dates

Students giving notice of withdrawal from this course after **Monday 9 March 2009** will NOT receive a refund of fees.

Students giving notice of withdrawal from this course after **Monday 1 June 2009** are regarded as having failed the course, unless the Associate Dean subsequently gives approval to withdraw.

Notice of withdrawal must be in writing / emailed to the Masters Administrator. Ceasing to attend or verbally advising a member of staff will NOT be accepted as a notice of withdrawal.

Course Content

The course follows, in broad outline, the chapter headings in the course textbook (Geoff Coyle's *Practical Strategy: Structured Tools and Techniques,* Prentice Hall 2004). Working in syndicates, course members will be required to use a variety of the strategy analysis tools in the Coyle textbook to explore and develop a case study on a strategic question of their choosing.

Other strategy analysis tools and techniques will also be explored by way of introduction during the course.

Course Learning Objectives

A broad qualitative survey of the main futures tools used in long-range strategy assessment and formulation of strategic policy options in both public and private sector contexts. Tools illustrated and discussed will include environmental scanning and assessment, scenario analysis, impact wheels, influence diagrammes, futures methodologies, field anomaly relaxation, congruence and force field analysis, and morphological analysis.

Expected Workload

The learning objectives set for each course are demanding and, to achieve them, candidates must make a significant commitment in time and effort to reading, studying, thinking, and completion of assessment items outside of contact time. Courses vary in design but all require preparation and learning before the first module. Regular learning is necessary between modules (students who leave everything to the last moment rarely achieve at a high level). Expressed in input terms, the time commitment required usually translates to 65-95 hours (excluding class contact time) per course.

Readings

The course textbook is Geoff Coyle's ***Practical Strategy: Structured Tools and Techniques***. This text is published by Prentice Hall (2004) and is available for purchase through the University bookshop (email vuwtexts@vicbooks.co.nz or go online at www.vicbooks.co.nz).

Other texts which provide useful additional reading are:

- Peter Schwartz (1991). *The Art of the Long View*. Doubleday, New York (an indispensable guide to anyone interested in scenario analysis and long range planning).
- Suzanne Turner (2002). *Tools for Success: A Manager's Guide*. McGraw Hill, London (a useful compilation and beginner's guide to ninety or more of the most commonly used strategic analysis tools).

Course members will also find it useful to download the *Strategy Survival Guide* available online from the UK Prime Minister's Strategy Unit. The 200-plus pages in this guide provide useful practical advice on a range of issues that strategy managers and analysts are concerned with. Although the guide is intended primarily for people working in a public sector context, there is much in it that will be very helpful to private sector analysts and managers as well. Go to www.strategy.gov.uk.

An additional text that course members may find helpful is the RAND book 'Shaping the Next One Hundred Years: New Methods for Quantitative, Long-Term Policy Analysis' by Robert Lempert et al. This can be downloaded from the RAND website at www.rand.org.

A range of other readings will be made available to course members as additional background and for class discussion. These readings are marked 'key' (liable to be discussed in class, with course members invited to lead discussion) or 'supplementary' (no expectation that that these will be discussed in class, unless course members wish).

A listing for each of the first two modules follows:

Readings for Module One:

(a) Key readings

- *A Futurist's Toolbox: Methodologies in Futures Work (2001)*. Introduction and Futures Methodologies. UK Cabinet Office.
- *Shaping the Next One Hundred Years: New Methods for Quantitative, Long Term Policy Analysis (2003)*. Robert Lempert et al, RAND Corporation. Introduction and Chapter Two: A History of Thinking About the Future.
- *Leading the Revolution (2000)*. Gary Hamel. Ch. 9: The New Innovation Solution. Harvard Business School Press, Boston.

(b) Supplementary readings

- *The Days of Futurists Past (2004)*. Stuart Crainer in strategy+business. Booz Allen & Hamilton. Accessed at www.strategy-business.com.
- *The Man Who Saw the Future (2004)*. Art Kleiner (ibid).
- *Making the Most of Uncertainty (2001)*. Hugh Courtney in The McKinsey Quarterly, 2001 Number 4.

Readings for Module Two:

(a) Key readings

- *All Models are Wrong: Reflections on Becoming a Systems Scientist (2002).* John Sterman in Systems Dynamics Review Vol. 18, No. 4, (Winter 2002): 501-531.
- *The Role of Simulation Gaming in Policy-Making (2000).* Tom Ryan in Systems Research and Behavioral Science. Syst. Res. 17, 359-364.
- *Dynamic Competitive Simulation: Wargaming as a Strategic Tool (2005).* John Treat et al in strategy+business. Booz Allen & Hamilton. Accessed at www.strategy-business.com.

(b) Supplementary readings

- *Multiple Scenario Development: Its Conceptual and Behavioral Foundation (1993).* Paul Schoemaker in Strategic Management Journal, Vol. 14, 193-213 (1993).
- *Environmental Scanning-New Frameworks & Reframing (2003).* Joseph Voros. Australian Foresight Institute.

Assessment Requirements

- One essay of 2,000 words (30%) providing a critical analysis and reflection on one or more of the course readings. *Due date and time for the finished essay is 5.00pm, Wednesday 18 February 2009.* This will give the course coordinator one week to review your essays and provide preliminary feedback at the first module.

- A case study (70%) based on Geoff Coyle's text on Practical Strategy[1]. Working in class syndicates, the purpose of the case study is to allow you to demonstrate your ability to understand and apply the Coyle strategic analysis methodology to a current strategic issue in either the New Zealand public or private sectors. There are four separate stages involved in the case study:

  (a) Forming up the syndicates and identifying strategic questions for case study. This will be done at the first module on **Wednesday 25 February 2009**.
  (b) Refining the strategic questions and providing a preliminary report back on progress by each syndicate. The preliminary report and class discussion will take place at the second module on **Wednesday 22 April 2009**.
  (c) A final oral presentation (up to 40 minutes, but with the time to be confirmed once the number of presentations have been established) of the completed case study to the class when it meets for the third module on **Wednesday 10 June 2009**.
  (d) A written report on the case study by each class member. The written report will comprise both a critique of the Coyle methodology, and description and comment on the case study. *Final reports from individual class members are due by 5.00pm, Wednesday 24 June 2009*.

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[1] Geoff Coyle (2004). *Practical Strategy: Structured Tools and Techniques.* Pearson Education Ltd, Edinborough Gate.

Please submit ALL assignments IN HARD COPY to:

> Post Experience Programmes,
> School of Government,
> Victoria University of Wellington,
> Level 8 Reception,
> Rutherford House,
> 23 Lambton Quay,
> P.O. Box 600,
> Wellington.

Assignments that are submitted in person should be placed in the secure box at School of Government reception (Level 8, Rutherford House) during office hours of 8.30am to 5.00pm, Monday to Friday. The assignment box is cleared daily, and assignments will be date stamped.

Students should keep a copy of all submitted work.

Penalties

The ability to plan for and meet deadlines is a core competency of both advanced study and public management. Failure to meet deadlines disrupts course planning and is unfair on students who do submit their work on time. It is expected therefore that you will complete and hand in assignments by the due date. Marks may be deducted where assignments are submitted after the due date. For out of town students, two calendar days' grace is given to allow for time in the post.

If ill-health, family bereavement or other personal emergencies prevent you from meeting the deadline for submitting a piece of written work or from attending class to make a presentation, you can apply for and may be granted an extension to the due date. Note that this applies only to extreme unforeseen circumstances and is not necessarily awarded. You should let your Course Coordinator know as soon as possible in advance of the deadline if you are seeking an extension.

Mandatory Course Requirements

To fulfil the mandatory course requirements for this course, you are required to:

1. Submit all assignments by the due dates;
2. Attend all modules/contact sessions of the course.

Communication of Additional Information

Any additional communication during the course will be conveyed to course members by email.

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 (EA 005). 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 www.turnitin.com. Turnitin is an online 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

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