

## Victoria Management School

### **MGMT418 CURRENT TOPICS IN STRATEGIC MANAGEMENT**

Trimester Two 2009

### **COURSE OUTLINE**

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#### **COURSE COORDINATOR**

##### **Dr Sally Riad**

Room: RH910, Rutherford House  
Phone: 463 5079  
Email: [sally.riad@vuw.ac.nz](mailto:sally.riad@vuw.ac.nz)  
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#### **ADMINISTRATOR**

##### **Luisa Acheson**

Room: RH912, Rutherford House  
Phone: 463 5381  
Email: [luisa.acheson@vuw.ac.nz](mailto:luisa.acheson@vuw.ac.nz)

Teaching Period: Friday 17 July to Friday 16 October 2009

**Withdrawal dates:** Information available via  
<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx>

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

Lectures: Fridays 9.30-12.20 in RWW128

#### **Course Content**

This course considers select current topics in strategic management and their implications for managing organisations. The specific topics covered include strategic management in the public sector, merger management, knowledge management and post-modern perspectives of strategic management. For detailed content, refer to Annex A.

## Course-related Student Learning Objectives

By the end of the course, students should be able to:

- Appraise current thought on select topics in strategic management in the light of contemporary debates
- Engage in knowledgeable debate on those topics;
- Reflect critically on strategic management more broadly as well as the topics covered specifically;
- Apply the analytical approaches covered

The assessment for the course is structured to develop and gauge students' understanding and knowledge of the topics, their ability to apply the models discussed and their ability to engage with critically with issues in strategy.

## Course Delivery

The course is delivered through weekly three-hour sessions. These involve discussion of assigned readings on select topics in Strategic Management. Students are expected to actively participate in discussion (see assessment).

## Expected Workload

Students can expect the workload to be approximately 10-12 hours per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and outside class.

## Readings

The readings for this course will be issued in class before the start of each topic. A reading list will be distributed with each set of readings. In class, students are expected to have covered the readings for that session and to contribute to the discussion of these readings. As part of this general discussion, each student will prepare a one-page summary analysis of one of the readings to present to the others in class.

## Assessment Requirements

	<b>Title</b>	<b>Weight</b>	<b>Date</b>
1	Contribution to class discussions	10%	
2	Individual essay	25%	10am Mon 10 August
3	Individual analysis and report	40%	10am Mon 29 September
4	Individual essay	25%	5pm Fri 16 October
	<b>TOTAL</b>	<b>100%</b>	

### *1. Contribution to class discussion*

Date: Weekly                      Marks: 10%

Participants have as much to learn from each other as from the lecturer. Hence effective contribution is a key part of the assessment. For effective contribution you will need to read the materials before the session and structure your thoughts on the various issues. The assessment focuses on the quality of the insights you offer to the topics and the cases.

## **2. Individual Essay**

Due: 10am Mon 10 August      Marks: 25%  
Length: 2000 words

*What does strategic management offer the public sector?*

Following the conventions of essay writing, you will construct your own position on the above question based on a search of the literature. You will then illustrate your arguments using examples from public organisations. Further details of the essay question will be handed out in class.

## **3. Individual Analysis and Report**

Due: 10am Mon 29 September      Marks: 40%  
Length: 3000 words

You will choose one of the following topics for your report, developing it from public sources only:

EITHER

*Analysing a merger's integration*

Report will focus on a recent merger/acquisition, analysing its motives and identifying the implications for integration. Details of the full report will be handed out in class.

OR

*Developing a knowledge management strategy*

Report will focus on designing a knowledge management strategy that would enable an organisation's overall strategy. Details of the full report will be handed out in class.

## **4. Individual Essay**

Due: 5pm Fri 16 October      Marks: 25%  
Length: 2000 words

*What does a postmodern perspective on organization offer strategic management?*

Following the conventions of essay writing, you will select one or more core topics in strategic management and discuss the utility of a postmodern approach to the topic(s). Further details of the essay question will be handed out in class.

## **Handing in assignments**

Assignments should be dropped in the **MGMT418 Box #24** on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by the due time on the due date. All completed assignments must have a cover sheet. (Annex B). Assignments received after the due time will be deemed to be **late**, and must be handed to the Administrator for this course in RH912 where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

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. Attend at least 9 out of the 12 sessions; and
- b. Submit all assignments within the allowable timeframe (see Penalties section) below (i)).

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.

### **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 **Course Coordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.

### **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

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

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 C) 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.victoria.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.

## 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

MGMT300\_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.

**For the following important information follow the links provided:**

### Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

### General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

### Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

### Manaaki Pihipihinga Programme

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)

## ANNEX A

### Session Outline

<i>Session</i>		<i>Topic</i>
One:	July 17	Topic 1: Strategic management in the public sector
Two:	July 24	Topic 1: Strategic management in the public sector
Three:	July 31	Topic 1: Strategic management in the public sector
Four:	August 7	Topic 2: Merger and acquisition management
Five:	August 14	Topic 2: Merger and acquisition management
Six:	August 21	Topic 2: Merger and acquisition management
<i>Mid-Trimester Break</i>		
Seven:	September 11	Topic 3: Knowledge management
Eight:	September 18	Topic 3: Knowledge management
Nine:	September 25	Topic 3: Knowledge management
Ten:	October 2	Topic 4: Postmodern perspectives on strategy
Eleven:	October 9	Topic 4: Postmodern perspectives on strategy
Twelve:	October 16	Topic 4: Postmodern perspectives on strategy

ANNEX B



**Victoria Management School**

**MGMT418 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: \_\_\_\_\_

ANNEX C



**Victoria Management School**

**MGMT 418**

**Request for re-examination of assessed work**

	<b>Assessment affected</b> <i>e.g. Individual Assignment, In-class Test</i>	
<b>Student ID</b>	<b>Name <i>As it appears in your enrolment</i></b>	<b>Tutorial No/Tutor's name</b>
<b>Contact Details</b>	<i>Phone</i> _____ <i>Email</i> _____	

***Specify which section (criteria specified in the mark sheet) you wish to be re-examined***

*Note: requests to re-examine "all" criteria will not be considered.*

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**Clearly state why you believe each of these sections should be re-examined:**

*Note: "I think it is worth more," is insufficient.*

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In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

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Signature Date