

Victoria Management School

## **MGMT 205 STRATEGIC MANAGEMENT**

Trimester One 2010

### **COURSE OUTLINE**

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#### **CONTACT DETAILS**

##### **COURSE COORDINATOR**

**Professor Stephen Cummings**  
**Course Coordinator**

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)

##### **ADMINISTRATOR**

**Luisa Acheson**

Room: RH 912, Rutherford House

Phone: 463 5381

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

##### **TUTORIAL COORDINATOR**

**Garry Tansley**

Room: RH 915

Phone: 463 6968

Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

Please contact the tutorial coordinator with all queries regarding course content and grades, tutorial allocations, handing in assignments, extensions and tutorial notices.

**Teaching Period: Monday 1<sup>st</sup> March – Friday 4<sup>th</sup> June 2010**

**Study Period: Monday 7<sup>th</sup> June – Thursday 10<sup>th</sup> June 2010**

**Examination Period: Friday 11<sup>th</sup> June – Wednesday 30<sup>th</sup> June 2010 (inclusive)**

#### **CLASS TIMES and ROOM NUMBERS**

##### **Lectures:**

Friday 12.40 – 1.30pm

Rutherford House **LT 1**

Friday 2.40 – 3.30pm

Rutherford House **LT 1**

## **Tutorials:**

There will be seven tutorials spread across the trimester in weeks 2, 3, 4, 7, 8, 9 and 11.

## **Tutorial Signup Instructions**

Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system.

Click on MGMT205 and follow the instructions.

## **Withdrawal from Courses:**

Information available via

**Withdrawal dates: Late withdrawals with Associate Dean (Students) permission**  
(See Section 8: Withdrawals - from the Personal Courses of Study Statute)

<http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf>

**Withdrawal dates: refunds:**

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

## **COURSE CONTENT AND OBJECTIVES**

Management 205 provide 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.

### **Course Objectives**

MGMT 205, 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

### **Student Learning Objectives**

MGMT 205, Strategic Management, has four student learning objectives. The achievement of these Student Learning Objectives will be assessed through the course assessments: tutorials, assignments and the final exam. By the end of this course, students should be able to:

1. Explain and think critically and creatively about strategy frameworks. *This will be assessed in tutorial participation and the final exam.*
2. Describe and effectively communicate strategic analysis, alternatives and recommendations. *This will be assessed in the individual assignment and in the final exam.*
3. Apply a global and multicultural perspective of strategy. *This may be assessed in the individual assignment and will be assessed in the final exam.*
4. Lead discussions on strategic developments. *This will be assessed in tutorial participation and in the final exam.*

## **WORKLOAD**

### **Expected Workload**

A total of 150 hours of work is expected from students in this course. That consists of approximately 30 hours of classes, approximately eight or nine hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 20 hours revising during the mid-trimester break and study week .

### **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 assignment questions. Please do not formulate shared responses to questions and do not loan out completed assignments or borrow them. VUW takes plagiarism seriously and electronic checks such as turnitin.com monitor across a class and against previous year's classes for rote copying.

## **READINGS AND OTHER RESOURCES**

### **Required reading**

*The Strategy Pathfinder*. D. Angwin, S. Cummings, C. Smith (2007) BlackwellWiley: Oxford (ISBN: 1-4051-2613-2)

[www.blackwellpublishing.com/angwin](http://www.blackwellpublishing.com/angwin)

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. A small number of additional items will be posted on the MGMT205 blackboard site throughout the trimester. All subsequent page numbers referred to in this course outline refer to *The Strategy Pathfinder*, unless otherwise stated.

### **Recommended supplementary reading**

*Creative Strategy: Reconnecting Business and Innovation*. C. Bilton & S. Cummings (2010) Wiley: Oxford (ISBN: 978-1-4051-8019-1)

<http://au.wiley.com/WileyCDA/WileyTitle/productCd-1405180196,descCd-description.html>

Available from VUW bookshop.

This book is not essential but will be referred to during the last part of the course.

## Blackboard

Regular items and links to sites of interest will be provided on Blackboard. It is expected that students will check the 205 blackboard site for updates regularly.

## ASSESSMENT

### Assessment requirements

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

Assignment	Title	Weight	Date
1	Tutorial Participation	10%	Throughout the course
2	Individual Assignment	30%	May 27 at 3pm
3	Final Examination	60%	11 June – 30 June 2010
	<b>TOTAL</b>	<b>100%</b>	

1. **Individual tutorial participation (10%):** MGMT 205 tutors will be using the following general guide to determine your tutorial participation mark.

**100% (10/10):**

Frequent and consistent contributions which show an excellent understanding of the case and makes significant reference to the course readings and beyond. Comments demonstrate excellent interweaving of theory and practice.

**75% (7.5/10):**

Frequent and consistent contributions that show a good understanding of the case and that sometimes make reference to the course readings. Comments demonstrate good interweaving of theory and practice.

**50% (5/10):**

Sporadic contributions to class/group discussion; comments showed some understanding of the case but made little to no reference to the course readings.

**25% (2.5/10):**

Negligible contribution to class/group discussion: "I came, I listened, but only participated in the proceedings on rare occasions".

**0% (0/10):** Any student who attended **fewer than five** tutorials.

## 2. Individual Assignment 30% Due date: May 27 at 3pm

You can choose from a selection (see the list below) of the **cases** discussed during the **lecture/tutorial** 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 write-up should be **no more than 1000 words**. Examples of good case summaries and more information about our expectations for these summaries will be provided on blackboard and discussed during classes.

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

You may discuss work with other students; but reports must be individual submissions.

The Individual Assignment should be handed in to the MGMT 205 box no. 25 on the mezzanine floor of Rutherford House by **3.00pm on Thursday May 27**. You may choose from the following cases:

- Cereality p. 151.
- Ranbaxy Pharma (case will be provided on blackboard)
- X-Games (case will be provided on blackboard)
- Hyundai (case will be provided on blackboard)

Assignments will be marked according to assessment criteria that relate to Management 205's 'student learning objectives' (see page 3 of this outline).

## 3. A closed-book 3-hour examination based on a case study/ies (60%).

Examination dates for trimester one: Friday 11<sup>th</sup> June to Wednesday 30 June 2010 (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 60% 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.

**Overall Pass Mark** - for the course will be **50%** of the total marks available i.e. 50 marks

### Mandatory course requirements for passing the course

- comprise:
  - i) attendance and preparation for **at least 5 out of 7** tutorials
  - ii) submission of the assignment
  - iii) obtaining **at least 40% (out of 100) in the exam.**
- Students who fail to satisfy all of these mandatory requirements 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, whether or not the mandatory course requirements have been satisfied.

For example, a student who obtains an overall course mark of 35 and does not fulfil one or more of the mandatory course requirements will be given an E grade. A student who fails to sit an examination will have their course mark calculated with an entry of Zero for the exam and their grade determined in the usual way.

- Notice of Failure to meet Mandatory Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board. Students will be expected to check both places for notification.

## Handing in assignments

Assignments should be placed, in hard copy form, in the **MGMT 205 box (no. 25)** on the mezzanine floor of Rutherford House by the due time on the due date.

**All Hand-Ins** should have: an Assignment Cover Sheet stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

Assignments received after that 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 prepare two copies of each hand-in and keep the second copy for their own reference. 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.

## Grading Guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
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.

## 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>).

## Penalties

- (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 **Tutorial 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 **Tutorial 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. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

- *Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.*

## 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.

### Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

### 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 compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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.

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

#### 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>

#### AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

#### Manaaki Pihipihinga Programme

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



# MGMT 205 COURSE PROGRAMME 2010

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## WEEK 1.

### **FRIDAY 5 MARCH: Course Introduction**

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

**Critical Learning Points:** 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*

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

## No tutorial

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## WEEK 2.

### **FRIDAY 12 MARCH: The Macro-Environment**

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

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- PEST and ESTEMPLE.
- SWOT/TOWS analysis.
- The Icarus paradox.
- “Fast failing” and corporate agility.

Discussion Case: Shock and Awe, p. 16

## Tutorials 1. Strategy knowledge audit using Cereality, p.151 *Strategy Pathfinder*

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## WEEK 3.

### **FRIDAY 19 MARCH: Stakeholders and Governance**

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

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- Stakeholder analysis.
- The power/interest matrix.

- When to use, and how to manage, consultants.

Discussion Case: The History of X-Games I (Video - no reading required)

**Tutorial 2: Tutorial Case: Nike - Local actions, global response, p.19 *Strategy Pathfinder***

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**WEEK 4.**

**FRIDAY 26 MARCH: The Industry Environment**

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

**Critical Learning Points:** 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.

Discussion Case: High Tech Hell, p. 79

Video case: History of X-Games (II)

**Tutorial 3: Ranbaxy Pharma (available on blackboard)**

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**WEEK 5.**

**FRIDAY 2 APRIL: No lecture - Easter Friday**

**No tutorial**

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

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**WEEK 6.**

**FRIDAY 23 APRIL: The Big Picture - Corporate Strategy**

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

**Critical Learning Points:** 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.

Discussion Case + Video: Easy Empire, p. 108

## **No Tutorial**

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### **WEEK 7.**

#### **FRIDAY 30 APRIL: Positioning - Competitive Strategy**

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

**Critical Learning Points:** 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.

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

**Tutorial 4: Tutorial cases: RAM - Crumbling Palaces, p. 84 and Red, Green, and Blue, p. 113 *Strategy Pathfinder***

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### **WEEK 8.**

#### **FRIDAY 7 MAY: Living Strategy & Corporate Character**

(Text - read Chapters 6 & 7 *Strategy Pathfinder* pp.153-206)

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- VIRO and Resource-based view of the firm,
- Strategy through 'stories'.
- The Porter Diamond.
- The Seven-S frameworks.
- The Corporate Culture Web.
- Values, vision and mission.

Discussion + Video Case: World's Local Bank (*Strategy Pathfinder* p. 230-232)

**Tutorial 5: Tutorial Case: Hyundai Strikes a Chord (available on blackboard)**

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## **WEEK 9.**

### **FRIDAY 14 MAY: Guiding Strategic Change**

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

**Critical Learning Points:** 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.

Discussion + Video Case: Pringle of Scotland (*Strategy Pathfinder* p. 245-249)

### **Tutorial 6: Tutorial Case - World's Local Bank (*Strategy Pathfinder* p. 230-232)**

\*\*\*\*\*Individual assignment should be handed in to the MGMT 205 box (box #25) on the mezzanine floor of Rutherford House by **3.00pm on Friday May 14.**\*\*\*\*\*

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## **WEEK 10.**

### **FRIDAY 21 MAY: Special topic: TBA**

### **No Tutorial**

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## **WEEK 11.**

### **FRIDAY 28 MAY: Creative Strategies**

(Text - read Chapter 11 *Strategy Pathfinder* pp.289-317 + Chapters 7&8 *Creative Strategy* pp. 63-105)

**Critical Learning Points:** By the end of the session students should have developed an understanding of the following frameworks and topics.

- 'Blue-Ocean' strategies
- Six degrees of strategic innovation
- From Best practice to Next practice
- Innovating with strategy frameworks

Lecture Case: To be announced...

### **Tutorial 7: From Model T to I-Pod p. 100 *Creative Strategy* (+ tutorial review and strategy knowledge audit using Cereality, p.151 *Strategy Pathfinder*)**

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**WEEK12.**

**FRIDAY 4 JUNE: Course Review/Exam Preparation**

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

**No Tutorial**

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**VICTORIA UNIVERSITY OF WELLINGTON**  
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Victoria Management School

**MGMT 205 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: \_\_\_\_\_

**VICTORIA UNIVERSITY OF WELLINGTON**  
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**Victoria Management School**

**MGMT 205**

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

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