

Victoria Management School

MMBA 534 STRATEGIC MANAGEMENT

Trimester One 2010

COURSE OUTLINE

CONTACT DETAILS

TEACHING STAFF

Professor Stephen Cummings

Course Coordinator

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ADMINISTRATION ASSISTANT

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

Trimester Dates:

Teaching Period: Monday 1st March – Friday 4th June 2010

Study Period: Monday 7th June – Thursday 10th June 2010

Examination Period: Friday 11th June – Wednesday 30th June 2010 (inclusive)

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/withdrawlsrefunds.aspx>

CLASS TIMES and ROOM NUMBERS

LECTURES

Tuesday 5.30 – 7.30pm Rutherford House **LT 3**

COURSE CONTENT AND OBJECTIVES

MMBA534 provides 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.

The program will also emphasize developing participants' ability to effectively communicate strategies and involve others in the process of developing strategy.

COURSE OBJECTIVES

MMBA534, 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

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

- Explain and think critically and creatively about strategy frameworks.
- Describe and effectively communicate strategic analysis, alternatives and recommendations.
- Apply a global and multicultural perspective of strategy.
- Lead discussions on strategic developments.

EXPECTED WORKLOAD

A total of 150 hours of work is expected from students in this course. That consists of approximately 24 hours of classes, approximately eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 30 hours revising during the mid-trimester break and study week .

GROUP WORK

While this 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

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 may be of interest as background reading for the last part of the course.

ASSESSMENT REQUIREMENTS

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

1. Two case **assignments** worth 15% and 35%, respectively. The first is a group assignment, the second individual.

You can choose from any of the cases discussed during the lecture programme (if in doubt please consult the course coordinator for approval). Each student should prepare a written summary of what they believe to be the key issues and learning points for each chosen case.

Both assignments 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/or during classes.

Groups/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.

2. A closed-book 3-hour **examination** based on a case study (50%).

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

EXAMINATIONS

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 final examination for this course will be scheduled at some time during the period from **Examination Period: Friday 11^h June – Wednesday 30th June 2010**

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** for an assignment submitted after the due time on the due date **for each part day or day late. 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 Requirements**.

(ii) Course Outlines provide a signal to student 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 that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

(iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), 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. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

MANDATORY COURSE REQUIREMENTS FOR PASSING THE COURSE

- comprise:
 - i) submission of **all assignments by the due dates**
 - ii) obtaining **at least 40%** (out of 100% or 20/50) 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.

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>).

HANDING IN ASSIGNMENTS

Assignments should be handed in at lectures. If a student cannot deliver an assignment by the due lecture it is their responsibility to make alternative arrangements in advance.

All Hand-Ins should have: a 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.

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.

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.

POLICY AND PROCEDURE FOR REMARKING ASSIGNMENTS

Every endeavour is made to ensure that the marking is consistent and fair to students.

Students may ask for their assignments to be remarked. If a student asks for a remark a different faculty member than the original marker will do the remarking. If the mark differs by 10% or less the student will receive the average of the two marks. If the difference between the two marks is greater than 10% the assignment will be independently marked by a third marker and the average of the closest two marks will be awarded to the student.

To apply for a remark, write a note (no more than one page) on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this in with your assignment to the course coordinator. By applying for a remark you must accept that your mark could go

either up or down. Applications for remarks close one week after the return date and time for that piece of assessment. Allow up to two weeks for remarks to be completed.

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.

COMMUNICATION OF ADDITIONAL INFORMATION - 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.

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:

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

Faculty of Commerce and Administration Offices

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

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/

MMBA 534 COURSE PROGRAMME 2010

PART I

WEEK 1.

TUESDAY 2 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*

WEEK 2.

TUESDAY 9 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

WEEK 3.

TUESDAY 16 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: Fad Power, p. 58

Video: McKinsey & Co.

WEEK 4.

TUESDAY 23 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 Cases: High Tech Hell, p. 79; Ranbaxy Pharma (case will be provided in lecture)

WEEK 5.

TUESDAY 30 MAY: PART I REVIEW

(Text - review *Strategy Pathfinder* chapters 1-3)

Video case: *Joe Kid on a Stingray: The History of X-Games*

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

PART II

WEEK 6.

*****GROUP ASSIGNMENT DUE AT THE BEGINNING OF THE LECTURE*****

TUESDAY 20 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

WEEK 7.

TUESDAY 27 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)

WEEK 8.

TUESDAY 4 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)

WEEK 9.

TUESDAY 11 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)

WEEK 10.

TUESDAY 18 MAY: Special topic: TBA

WEEK 11.

TUESDAY 25 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

Discussion Cases: To be announced...

WEEK12. ***INDIVIDUAL ASSIGNMENT DUE AT THE BEGINNING OF THE LECTURE*******

TUESDAY 1 JUNE: Course Review/Exam Preparation

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