

Victoria Management School

MMMS 514 STRATEGIC MANAGEMENT

Trimester One 2010

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Dr Sean Devine

Room: RH914, Rutherford House

Phone: 463 5141

Email: sean.devine@vuw.ac.nz

Website: www.vuw.ac.nz/vms

ADMINISTRATOR

Luisa Acheson

Room: RH912, Rutherford House

Phone: 463 5381

Email: luisa.acheson@vuw.ac.nz

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 on withdrawing from the course can be found on the following websites.

**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

Lecture: Tuesday

Time: 9:30 to 12:30.

Venue: RWW128

Course Content

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.

Course Delivery

At the beginning of each session the topic of the day will be introduced by the Course Coordinator. Those assigned the readings for the week will present their perspective on their reading and lead the class discussion. Additionally, some sessions may involve discussion on case studies that will have been circulated previously or may involve a video presentation related to the topic under discussion.

Course Learning Objectives

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 in 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.

Collaboration

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 lend your completed assignment to others before marking.

Readings

MMMS 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 these readings.

Approximately every fourth 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.

Assessment Requirements

Assignment	Title	% of Marks Available	Due Date
1	Class Contribution	10%	Each class
2	Essay: The concept of Strategy	20%	9 th April 2010
3	Group Diversification analysis	10%	24 th May 2010
4	Case Analysis	15%	11 th May 2010
5	Final Examination	45%	11 th June-30 th June
	TOTAL	100%	

1. Class Contribution

Date: Each class

Marks: 10%

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 both lead class discussions and contribute to class discussions when led by others. 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.

2. Individual Assignment - Essay: The Concept of Strategy

Due: 5:00 p.m. Friday April 9th

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 March 30th 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 emailed to me from **March 27th – April 4th**.

3. Group Diversification Presentation

Due: For class Tuesday May 24th

Marks: 10%

On, May 24th class members in groups of 2 or 3 will share a 20-minute presentation on the history, motives, implementation and success (current and future) of a diversified company with each group member focussing on one aspect of the study. The group's 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. The time required to prepare for the presentation should be about 10 hours. The presentations will be graded on the group's analysis of the effectiveness of the company's strategy in a changing world.

Only a group presentation is required, but please pass any power point presentations to me, and 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 Tuesday May 11th

Marks: 15%

Word limit: 2,500

On Tuesday May 4th, a case study and associated questions will be distributed. You will have one week to analyse the case and answer the questions. Due on **Tuesday May 11th, 2010** (see note below on word limits).

5. Examination

Date between: 11th June 2010 – 30 June 2010

Marks: 45%

The final examination for this course will be scheduled at some time during the **Friday 11^h June – Wednesday 30th June 2010** (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University which may be at any time during the formal examination period.

The examination is worth 45% 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 1st**. 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.

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.

Handing in assignments

Assignments should be emailed to me at sean.devine@vuw.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 9th 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. 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 unlikely event that your work goes astray.

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.
- (iii) **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**. 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.

Documentary evidence may include 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.
- (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.

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);
- 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.

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 email 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

MMMS 514_Smith_Pauline_3000223344_Ass1 Query

All students should use their VUW SCS email account and ID where possible. Otherwise, email may be classified as Spam and not read.

Communication of Additional Information

Any additional information or information on changes will be conveyed to students via class noticeboards, or email to all class members.

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/

COURSE SCHEDULE

March 2	Introduction
March 9	Concept of Strategy
March 16	Concept of Strategy (cont.) Case: TAIT Electronics
March 23	Strategic Planning, Strategic Intent and Vision Case: Strategic Planning at Oldelft
<i>[March 27</i>	<i>Draft Essay: Concept of Strategy - email to sean.devine@vuw.ac.nz for comment]</i>
March 30	Resource Allocation Processes Essay Strategy presentations: 10 minutes per class member
Mid-Trimester Break (April 5 - April 16)	
<i>[Apr 9</i>	<i>Essay: the Concept of Strategy emailed in]</i>
Apr 20	Tracking Performance: Financial and Strategic Control Systems Video: R. Moss-Kanter
Apr 27	Corporate Strategy: CEOs and Top Management Teams
May 4	Small to Medium Enterprises (SMEs): Specific issues, networking & clustering. Case Study (DELTEC) material distributed.
May 11	Internal Development: Knowledge and Learning Processes Video: Handy et al.
<i>[May 11</i>	<i>DELTEC Case Study: Strategy Implementation emailed in]</i>
May 18	Strategic Alliances: Motives and Process Issues
May 24	Diversification: Rationales and Implications In-class presentation of company analysis
June 1	Course and Exam Review
June 11 – 30	Examination Period