

Victoria Management School

MGMT418
CURRENT TOPICS IN STRATEGIC MANAGEMENT

Trimester Two 2010

COURSE OUTLINE

COURSE COORDINATOR

Dr Sally Riad

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ADMINISTRATOR

Luisa Acheson

Room: RH912, Rutherford House

Phone: 463 5381

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Trimester Dates

Teaching Period: Monday 12th July – Friday 15th October 2010

Teaching period for this course is from Friday 16 July to Friday 15 October 2010

Last assignment is due on 26 October 2010

Withdrawal from Courses

Information available on:

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: 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 and acquisition management, knowledge management and postmodern perspectives on strategic management. For further detail, refer to Annex A.

Course 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 discussion 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 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, including both scheduled contact time (lectures, tutorials, workshops) and student work 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. As part of this general discussion, each student will prepare a one-page summary/analysis of one of the readings in each topic to present to the others in class.

Assessment Requirements

	Title	Weight	Date
1	Contribution to class discussions	10%	
2	Individual essay	25%	11am Mon 9 August
3	Individual analysis and report	40%	11am Mon 27 September
4	Individual essay	25%	11am Tue 26 October
	TOTAL	100%	

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: 11am Mon 9 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. Details of the essay will be handed out in class.

3. Individual Analysis and Report

Due: 11am Mon 27 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: 11am Tue 26 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). Details of the essay will be handed out in class.

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 handed in to Luisa Acheson in RH912 (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)).

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 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, e.g. 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.

Class Representative

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

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 of Additional Information

Information on course-related matters will be announced in class and posted on **the Blackboard** website at <http://blackboard.vuw.ac.nz/>. You need to regularly check Blackboard for messages, announcements and materials.

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/

ANNEX A

Session Outline

<i>Session</i>		<i>Topic</i>
One:	July 16	Topic 1: Strategic management in the public sector
Two:	July 23	Topic 1: Strategic management in the public sector
Three:	July 30	Topic 1: Strategic management in the public sector
Four:	August 6	Topic 2: Merger and acquisition management
Five:	August 13	Topic 2: Merger and acquisition management
Six:	August 20	Topic 2: Merger and acquisition management

Mid-Trimester Break

Seven:	September 10	Topic 3: Knowledge management
Eight:	September 17	Topic 3: Knowledge management
Nine:	September 24	Topic 3: Knowledge management
Ten:	October 1	Topic 4: 'Postmodern' perspectives on strategy
Eleven:	October 8	Topic 4: 'Postmodern' perspectives on strategy
Twelve:	October 15	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: _____