

Victoria Management School

MGMT 205 STRATEGIC MANAGEMENT

Trimester One 2011

COURSE OUTLINE

Names and Contact details

COURSE COORDINATOR

Professor Stephen Cummings

Room: RH 911, Rutherford House

Email: Stephen.Cummings@vuw.ac.nz

Website: www.vuw.ac.nz/vms

PROGRAMME MANAGER

Garry Tansley

Room: RH 915

Phone: 463 6968

Email: Garry.Tansley@vuw.ac.nz

ADMINISTRATOR

Luisa Acheson

Room: RH1022, 10th floor reception,
Rutherford House

Phone: 463 5381

Email: Luisa.Acheson@vuw.ac.nz

Trimester Dates

Teaching Period: Monday 28 February – Friday 3rd June

Study Period: Monday 6 June – Thursday 9 June

Examination Period: Friday 10 June – Saturday 2 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 11 March 2011.
2. The standard last date for withdrawal from this course is 14th of May. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation

The application form is available from either of the Commerce Faculty's Student Customer Service Desks at Kelburn (EA121) and Pipitea (Ground floor Rutherford House).

Class Times and Room Numbers

Lecture Room: Rutherford House LT1

Day: Monday

Time: 1.40 – 3.30pm

Tutorial Signup Instructions:

Tutorial signup is done through the online programme; 'S-Cube'. You should already have been notified by email about your sign-up to a tutorial. Go to the signup website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system. Click on MGMT205 and follow the instructions. If you have been unable to sign up by the end of the second week of the course please contact the Programme Manager.

Course Content

MGMT205 provides participants with a working understanding of classic frameworks in strategic management along with some of the latest thinking in this area. It examines contemporary issues in strategic management both globally and in New Zealand. Skills will be developed by using frameworks and ideas to analyze real-world business cases from Asia, Oceania, Europe, Africa and the Americas.

At the end of the course, participants will have, and be able to apply, a toolkit that will enable them to approach and structure business scenarios and develop clear strategies for the organizations they work with and for. The focus will be on designing strategy and developing participants' ability to effectively communicate those strategies and involving others in this design and communication process.

Course Learning Objectives

MGMT 205 has four learning objectives. The achievement of these will be evaluated 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.

Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 31 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 the assignment

question. **Please do not work together to formulate a response and do not loan out your completed assignments.** You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

Reading

The course textbook: *The Strategy Pathfinder: Live Cases and Core Concepts (2nd Edition)*. D. Angwin, S. Cummings, & C. Smith (2011) Wiley: Oxford (ISBN: 978-0-470-68946-2)
www.wiley.com/go/strategypathfinder

It is essential that all students have a copy of this book and bring it to each lecture and tutorial.

Recommended supplementary reading (this book is not essential but will be referred to during the last part of the course): *Creative Strategy: Reconnecting Business and Innovation*. C. Bilton & S. Cummings (2010) Wiley: Oxford (ISBN: 978-1-4051-8019-1)
www.wiley.com/go/creativestrategy

Materials and Equipment

Students will not be allowed to use machines such as computers or electronic calculators in examinations.

Assessment requirements

Assignment	Title	Weight	Date
1	Individual Assignment	30%	April 14 at 3pm
2	Tutorial Participation	10%	Throughout the course
3	Final Examination	60%	Friday 10 June – Saturday 2 July
	TOTAL	100%	

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.

1. Individual Assignment 30% Due date: April 14 at 3pm

You can choose one from a selection of the **cases** discussed during the **lecture and 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 in response to the three questions posed at the end of the case. Each assignment should be **no more than 1000 words**. Examples of good assignments 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 April 14**. This year you may choose from the following cases:

• Nike

• Ranbaxy

• BMX

Assignments will be marked according to assessment criteria that relate to MGMT205's learning objectives (page 2) as expressed in the two mark sheets reproduced at the end of this course outline (Annex B & C).

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 assignments must include an Assignment Cover Sheet (see Annex A) 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 that your work was submitted in the rare cases where your work goes astray.

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>).

Late assignments

Assignments received after the due time will be deemed to be late, and must be handed to the Administrator for this course, Luisa Acheson in RH1022 where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Penalties - for Lateness

- (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. 30% or 30 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 30 and the assignment receives 50% then one day late means the mark will be out of 28 and the student will receive 50% of 28). **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 **Programme Manager**, 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 **Programme Manager** 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 and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

Policy on Marking

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 D) 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:-

- The Reception Desk on the 10th floor of Rutherford House, where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

2. Individual tutorial participation (10%):

MGMT205 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.

3. A closed-book 3-hour examination based on a case study or studies (60%).

Examination dates for trimester one: Friday 10 June – Saturday 2 July (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 text book chapters covered during the course are examinable.

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.

Overall Pass Mark

For MGMT205 the overall pass mark will be **50%** of the total marks available i.e., 50 marks/100

Mandatory course requirements for passing the course

To meet Mandatory Course Requirements, students are required to:

- a. Attend and prepare for at least 5 out of 7 tutorials. These are held in weeks 3, 4, 5, 6, 9, 10 & 11.
- b. Submit the assignment
- c. Obtain at least 40 per cent (i.e., 24 marks out of 60) of the final examination marks available.

Note: Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including sitting the final examination.

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 made 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

Additional course information will be conveyed to students via BlackBoard (BB) and through lectures and tutorials so please check BB often and go to all tutorials and lectures.

Use of Turnitin

Student work provided for assessment in this course **can 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

Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at <http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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/

MGMT205 COURSE PROGRAMME 2011

WEEK 1.

MONDAY 28 FEBRUARY: Course Introduction

No tutorial

WEEK 2. MONDAY 7 MARCH: Pathways to Strategy (Read pp. v-xxv *Strategy Pathfinder*)

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

No tutorial

WEEK 3. MONDAY 14 MARCH: The Macro-Environment (Read Chap. 1 *Strategy Pathfinder* pp. 3-37)

Discussion Case: Shock and Awe, p. 22; Nike, p. 27

Tutorial 1. Strategy knowledge audit using Cereality, p.xxiii *Strategy Pathfinder*

WEEK 4. MONDAY 21 MARCH: Stakeholders & Governance (Read Chap. 2 *Strategy Pathfinder* pp. 39-72)

Discussion Cases: Brasilia, p. 66; NHS, p. 68; Mgmt gurus, p. 71

Video case: BMX (I), p. 99

Tutorial 2: Nike, p. 19 *Strategy Pathfinder*

WEEK 5. MONDAY 28 MARCH: The Industry Environment (Read Chap. 3 *Strategy Pathfinder*, pp. 73-103)

Discussion Case: DELL, p. 94

Video case: BMX (II), p. 99

Tutorial 3: Ranbaxy p.96 *Strategy Pathfinder*

WEEK 6. MONDAY 4 APRIL: Corporate Strategy (Read Chap. 4 *Strategy Pathfinder* pp. 107-137)

Discussion/Video Case: easyGroup, p. 126; RAM II, p.136

Tutorial 4: RAM I & RAM II, p. 101 & 136 *Strategy Pathfinder*

WEEK 7. MONDAY 11 APRIL: Strategic Positioning (Read Chap. 5 *Strategy Pathfinder* pp. 139-171)

Discussion Cases: Tele2, p. 155; InBev, p.166

Video case: *Skill Saws* (no reading required)

No Tutorial – Assignment due Thursday

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

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

WEEK 8. MONDAY 2 MAY: Corporate Identity & Organic Strategy (Read Chaps. 6 & 7 *Strategy Pathfinder* pp.173-227)

Discussion cases: John Smiths, p. 193; NZ Police, p. 198; BBC, p. 199; The Pru, p. 219;
Video Case: HSBC p. 263

No tutorial

WEEK 9. MONDAY 9 MAY: Crossing Borders & Guiding Strategic Change (Read Chaps.8 & 9 *Strategy Pathfinder* pp. 231-299)

Discussion cases: Korean Airlines, p. 248; Red Cross/Crescent, p. 260; Oakland As, p. 292
Video Case: Pringle, p. 278

Tutorial 5: Hyundai (Strategy Pathfinder p. 230)

WEEK 10. MONDAY 16 MAY: Sustain Ability (Read Chap. 10 *Strategy Pathfinder* pp. 303-335)

Discussion cases: McDonald's, p. 317; Handi Ghandi, p. 325; Post Office, p. 333
Video Case: Little Chef, p. 297

Tutorial 6: Coca-Cola & Toyota (Strategy Pathfinder p. 252)

WEEK 11. MONDAY 23 MAY: Creative Strategies (Read Chap. 11 *Strategy Pathfinder* pp.337-369; Chaps. 7&8 *Creative Strategy* pp.63-105)

Discussion cases: IRL, p. 352; Nestle, p. 367

Tutorial 7: Ford & Apple p. 349 Strategy Pathfinder (+ tutorial review and strategy knowledge audit using Cereality, p.xxiii)

WEEK12. MONDAY 30 MAY: Course Review/Exam Preparation

No Tutorial

VICTORIA UNIVERSITY OF WELLINGTON

Te Whare Wānanga o te Ūpoko o te Ika a Māui



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: _____

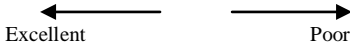
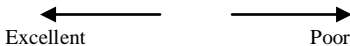
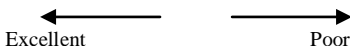
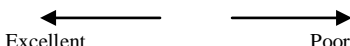
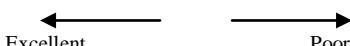
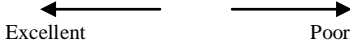
Management 205, 2011 Assignment Marking Sheet:

Student name:

Student number:

Tutor/Tutorial:

Case:

#A Clearly identifies key strategic management issues <i>Critical thinking</i>	 Excellent Poor	Does not relate to strategic management issues
#B Appropriate frameworks to analyze case selected <i>Critical thinking</i>	 Excellent Poor	Frameworks not identified or the frameworks chosen are not appropriate to case
#C Demonstrates critical and creative thinking in answering case questions and using the chosen frameworks <i>Creative thinking and critical thinking</i>	 Excellent Poor	Application reveals a lack of critical and creative thinking
#D Answer is structured coherently <i>Communication</i>	 Excellent Poor	Answer lacks a coherent structure and is hard to follow
#E Word limit adhered to <i>Communication</i>	 Excellent Poor	Too long
#F Recommendations and/or Key findings could be used to lead strategic change <i>Leadership</i>	 Excellent Poor	Recommendations and/or findings are confused and unclear

NB. These criteria are not necessarily equally weighted. Final marks are not derived mechanically.

Comments:

Written Communication Skills Rubric

	#1 Exemplary	#2 Satisfactory	#3 Not Satisfactory
# G Structure and style: Document, paragraph and sentence structure, flow and layout, appropriate to audience.	<input type="checkbox"/> Variety of sentence construction; <input type="checkbox"/> Logical flow; style and structure appropriate for task, audience and genre. <input type="checkbox"/> Uses engaging delivery that enhances understanding. <input type="checkbox"/> Thoughtful presentation.	<input type="checkbox"/> Not overly repetitive <input type="checkbox"/> some variety in sentence construction <input type="checkbox"/> Generally flows well <input type="checkbox"/> Some awareness of audience and genre	<input type="checkbox"/> Overly repetitive or simplistic sentence structure <input type="checkbox"/> Consistently disjointed, lack of flow <input type="checkbox"/> Style/structure inappropriate for audience
#H Clarity and conciseness: Answers the question, succinct, appropriate complexity.	<input type="checkbox"/> Argument effectively and efficiently conveyed. <input type="checkbox"/> Highly focused on the question <input type="checkbox"/> Easily understood.	<input type="checkbox"/> Argument reasonably clear <input type="checkbox"/> Occasionally misses the point but answers the question <input type="checkbox"/> Not over-elaborate or over-complicated	<input type="checkbox"/> Main point and/or argument confused/unclear. <input type="checkbox"/> Irrelevant information, no transition between ideas. <input type="checkbox"/> Unclear conclusion.
#I Technical writing skills: Spelling, capitalisation, punctuation, grammar, general proofreading.	<input type="checkbox"/> Very few spelling errors, <input type="checkbox"/> Correct punctuation, <input type="checkbox"/> Grammatically correct, <input type="checkbox"/> Complete sentences.	Occasional lapses in: <input type="checkbox"/> Spelling, <input type="checkbox"/> Punctuation, <input type="checkbox"/> Grammar, but not enough to seriously distract the reader.	<input type="checkbox"/> Numerous spelling errors, <input type="checkbox"/> Non-existent or incorrect punctuation, <input type="checkbox"/> Severe errors in grammar that interfere with understanding.
#J Vocabulary: Originality, breadth, appropriateness, variety.	<input type="checkbox"/> Highly appropriate, well chosen, precise and varied vocabulary. <input type="checkbox"/> Consistently uses correct word choice and discipline-specific terminology.	<input type="checkbox"/> Generally appropriate vocabulary; <input type="checkbox"/> Not overly repetitive. <input type="checkbox"/> Generally uses correct word choice and discipline-specific terminology.	<input type="checkbox"/> Excessively limited or inappropriate or repetitive vocabulary. <input type="checkbox"/> Misuses discipline-specific terminology.
#K Academic Integrity: Appropriate use of references.	<input type="checkbox"/> Appropriate use of others' work acknowledged via in-text citations. <input type="checkbox"/> Uses APA referencing system consistently and correctly.	<input type="checkbox"/> Other sources acknowledged. <input type="checkbox"/> Generally uses APA referencing system.	<input type="checkbox"/> Unattributed work from other sources. ¹ <input type="checkbox"/> Does not attempt to use APA referencing system.
Holistic judgement:	Exemplary written communication.	Satisfactory written communication.	Unsatisfactory written communication.

Note: ¹A 'not satisfactory' in this criteria will render the complete report 'unsatisfactory' resulting in a **fail** grade for this assignment. Other courses of action may also follow.

VICTORIA UNIVERSITY OF WELLINGTON

Te Whare Wānanga o te Ūpoko o te Ika a Māui

Victoria Management School

MGMT 205

Request for re-examination of assessed work

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

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

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

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

.....
 Signature Date