

Victoria Management School

MMBA 534 STRATEGIC MANAGEMENT

Trimester One 2011

COURSE OUTLINE

Names and Contact details

COURSE COORDINATOR

Professor Stephen Cummings

Course Coordinator

Room: RH 911, Rutherford House

Email: stephen.cummings@vuw.ac.nz

Website: www.vuw.ac.nz/vms

SENIOR ADMINISTRATOR

Linda Walker

Room: RH 1003, Rutherford House

Phone: 463 5367

Email: linda.walker@vuw.ac.nz

Class Time and Room Number

Tuesday 7.40 – 9.30pm Rutherford House **LT 3**

Teaching Period: Monday 28th February – Friday 3rd June 2011

Study Period: Monday 6th June – Thursday 9th June 2011

Examination Period: Friday 10th June – Saturday 2nd July 2011 (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 14 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 Faculty's Student Customer Service Desks.

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.

MMBA534 has four learning objectives, the achievement of which 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.

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 .

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 class.

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.

Blackboard

Links to sites of interest will be provided on Blackboard. It is expected that students will check the MMMA534 blackboard site for updates regularly.

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 (15%), the second individual (35%).

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 their chosen case in response to the questions posed at the end of that case. Both assignments must 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 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 individual assignments must be individual (i.e., unique) work.

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.

2. A closed-book 3-hour **examination** based on a case study or studies (50%). 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 Friday 10 June – Saturday 2 July 2011.

Assessment	Title	Weight	Date
1	Group Assignment	15%	April 12
2	Individual Assignment	35%	May 24
3	Final Examination	50%	Friday 10 June – Saturday 2 July
	TOTAL	100%	

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.

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

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 assignments should have a Cover Sheet stating:

- your name,
- the course name,
- the name of the case study analysed,
- a word count and
- the 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.

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.

A more detailed mark sheet will be made available on Blackboard.

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.**

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 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.

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 VUW 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 www.victoria.ac.nz/home/study/academic-progress.

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 www.victoria.ac.nz/home/study/calendar (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/

MMBA 534 COURSE PROGRAMME 2011

WEEK 1. TUESDAY 1 MARCH: Course Introduction

WEEK 2. TUESDAY 8 MARCH: Pathways to Strategy (Read pp. v-xxv *Strategy Pathfinder*)
Discussion Case: Cereality, p. xxiii *Strategy Pathfinder*

WEEK 3. TUESDAY 15 MARCH: The Macro-Environment (Read Chap. 1 *Strategy Pathfinder* pp. 3-37)
Discussion Case: Shock and Awe, p. 22; Nike, p. 27

WEEK 4. TUESDAY 22 MARCH: Stakeholders & Governance (Read Chap. 2 *Strategy Pathfinder* pp. 39-72)
Discussion Cases: Brasilia, p. 66; NHS, p. 68; Mgmt gurus, p. 7; Video case: BMX (I), p. 99

WEEK 5. TUESDAY 29 MARCH: The Industry Environment (Read Chap. 3 *Strategy Pathfinder*, pp. 73-103)
Discussion Case: DELL, p. 94; Video case: BMX (II), p. 99

WEEK 6. TUESDAY 5 APRIL: Corporate Strategy (Read Chap. 4 *Strategy Pathfinder* pp. 107-137)
Discussion/Video Case: easyGroup, p. 126; RAM II, p.136

WEEK 7. TUESDAY 12 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)

*****Group assignment should be handed in at this lecture*****

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

WEEK 8. TUESDAY 3 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; Pru, p. 219; Video Case: HSBC p. 263

WEEK 9. TUESDAY 10 MAY: Crossing Borders & Guiding Strategic Change (Read Chaps .8 & 9 *Strategy Pathfinder* pp. 231-299)
Discussion cases: Korean Air, p. 248; Red Crescent, p. 260; Oakland As, p. 292 ; Video Case: Pringle, p. 278

WEEK 10. TUESDAY 17 MAY: Sustainability (Read Chap. 10 *Strategy Pathfinder* pp. 303-335)
Discussion cases: McDonald's, p. 317; Handi Ghandi, p. 325; Post, p. 333; Video Case: Little Chef, p. 297

WEEK 11. TUESDAY 24 MAY: Creative Strategies (Read Chap. 11 *Strategy Pathfinder* pp.337-369; Chaps. 7 & 8 *Creative Strategy* pp.63-105)
Discussion cases: Ford & Apple p. 350; IRL, p. 352; Nestle, p. 367

*****Individual assignment should be handed in at this lecture*****

WEEK12. TUESDAY 31 MAY: Course Review/Exam Preparation