

Victoria Management School

**MGMT 417 ADVANCED STRATEGIC MANAGEMENT**  
**MMMS 514 STRATEGIC MANAGEMENT**

Trimester One 2011

**COURSE OUTLINE**

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**Names and Contact Details**

**COURSE COORDINATOR**

**Dr Sean Devine**

Room: RH914, Rutherford House

Phone: 463 5141

Email: [sean.devine@vuw.ac.nz](mailto:sean.devine@vuw.ac.nz)

Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

**ADMINISTRATOR**

**Luisa Acheson**

Room: RH1022, Rutherford House

Phone: 463 5381

Email: [luisa.acheson@vuw.ac.nz](mailto: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 14 May 2011. 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.

**Class Times and Room Numbers**

Lecture: Wednesday

Time: 9:30 to 12:20.

Venue: Railway Building, RWW129

## **Course Content**

This strategy 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 Learning Objectives**

On successful completion of the course, students should be able:

- to develop an understanding of scholarly research and the capability to access developments in the field of strategy through the appropriate international literature (Assignments 1 & 2).
- to demonstrate an understanding of the major theoretical frameworks and concepts relevant to strategy and to use these frameworks to critically evaluate or develop strategic initiatives in real management situations (Assignments 2, 3 & 4).
- 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 ( Assignments 3 & 4).
- to recognise the importance of critical analysis techniques and management processes in strategy development (Assignments 2, 3 & 4).

## **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.

## **Expected Workload**

Students can expect the workload to be approximately 10 hours per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and time outside class including the study break and examination period

## Readings

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 as discussed below for assignment 1.

Students who are less familiar with strategy should read selections 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.

## Assignments and Assessment Requirements

Assignment	Title	% of Marks Available	Due Date
1	Class Contribution	10%	Each class
2	Essay: The concept of Strategy	20%	21 April 2011
3	Case Analysis	15%	11 May 2011
4	Group Diversification Analysis	10%	25 May 2011
5	Final Examination	45%	10 June-2 July 2011
	<b>TOTAL</b>	<b>100%</b>	

### 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. Approximately every fourth week (depending on class numbers), you will be asked to lead a seminar to discuss an article or book chapter provided for that week. You must also **prepare a brief** (500 word – **absolutely no more than 2 pages**) summary of one of the assigned readings. A copy of your summary should be made for each participant in the course.

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. 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.

Both the oral presentation and the two page summary will be used to assess the grade for the contribution based on the issues raised in the reading being discussed

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. Thursday April 21<sup>st</sup>. Email to [sean.devine@vuw.ac.nz](mailto:sean.devine@vuw.ac.nz)

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. On March 30<sup>th</sup> also be prepared to make a short presentation, of no more than 10 minutes, on the key aspects of your concept of strategy. Length guide for essay: 3000-4000 words (see note below on word limits).

## **3. Individual Assignment - Case Analysis: Strategy Implementation**

Due: 5:00 pm Wednesday May 11<sup>th</sup>. Email to [sean.devine@vuw.ac.nz](mailto:sean.devine@vuw.ac.nz)

Marks: 15%

Word limit: 2,500

On Wednesday May 4<sup>th</sup>, a case study and associated questions will be distributed. You will have one week to analyse the case and answer the questions. Due on **Wednesday May 11<sup>th</sup>, 2011** (see note below on word limits).

## **4. Group Diversification Analysis**

Due: For class Wednesday May 24<sup>th</sup>                      Marks: 10%

Presentation time: 20 minutes

On, May 24<sup>th</sup> class members in groups of 2 or (preferably) 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 analysis of the company's strategy in a changing. All students in the group should present an aspect of the study and, unless a student(s), has clearly contributed less to the presentation, all students will get the same grade.

Please pass any power point presentations to me, to forward to other students and keep all documentation, as it may be useful for generating case histories in the future.

## 5. Examination

Date between: Friday 10 June – Saturday 2 July 2011      Marks: 45%

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 (inclusive). 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.*

### 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:

- i. Meet the assignment requirements including length and deadlines, subject to the penalties outlined in the Penalties section below;
- ii. Submit all assignments within the allowable timeframe (see Penalties section);
- iii. 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.

### **Class Representative**

Students will select a representative for the postgraduate programme at the start of the semester.

### **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, 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**

Find key dates, explanations of grades and other useful information at [www.victoria.ac.nz/home/study](http://www.victoria.ac.nz/home/study).

Find out about academic progress and restricted enrolment at [www.victoria.ac.nz/home/study/academic-progress](http://www.victoria.ac.nz/home/study/academic-progress).

The University's statutes and policies are available at [www.victoria.ac.nz/home/about/policy](http://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](http://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/avcademic/default.aspx](http://www.victoria.ac.nz/home/about_victoria/avcademic/default.aspx)

#### **AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**

[http://www.victoria.ac.nz/home/about\\_victoria/avcademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcademic/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/](http://www.victoria.ac.nz/st_services/mentoring/)

## ***COURSE SCHEDULE***

<b>March 2</b>	Introduction
<b>March 9</b>	Concept of Strategy
<b>March 16</b>	Concept of Strategy (cont.) Case: DELTEC
<b>March 23</b>	Strategic Planning, Strategic Intent and Vision Case: Strategic Planning at Oldelft
<b>March 30</b>	Resource Allocation Processes Voluntary Essay Strategy presentations: 10 minutes per class member
<b>Apr 6</b>	Tracking Performance: Financial and Strategic Control Systems Video: R. Moss-Kanter
<b>Apr 13</b>	Corporate Strategy: CEOs and Top Management Teams
<b>Mid-Trimester Break</b> (April 18 – May 1)	
<i>[Apr 21</i>	<i>Essay: the Concept of Strategy emailed to sean.devine@vuw.ac.nz]</i>
<b>May 4</b>	Small to Medium Enterprises (SMEs): Specific issues, networking & clustering. Case Study (TAIT) material distributed.
<b>May 11</b>	Internal Development: Knowledge and Learning Processes Video: Handy et al.
<i>[May 11</i>	<i>TAIT Case Study: Strategy Implementation emailed to sean.devine@vuw.ac.nz]</i>
<b>May 18</b>	Strategic Alliances: Motives and Process Issues
<b>May 24</b>	Diversification: Rationales and Implications In-class Group presentations of company analysis
<b>June 1</b>	<b>Course and Exam Review</b>