

School of Management

**MGMT 418**  
**CURRENT TOPICS IN STRATEGIC MANAGEMENT**

Trimester 2 2012

**COURSE OUTLINE**

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**COURSE COORDINATOR**

**Dr Sally Riad**

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**Trimester Dates**

Teaching Period: From Monday 16 July to 29 October (date last piece of assessment is due)

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 27 July 2012.
2. The standard last date for withdrawal from this course is Friday 28 September 2012. 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**

Lectures: Tuesdays 9.30-12.20 in RWW413.

**Course Content**

The course examines current management challenges affecting the strategic direction of an organization over the short and long term. It highlights recent developments in strategic management theory and practice and considers select current topics in strategic management along with their implications for managing organisations. The specific topics covered include strategic management in the public sector, merger and acquisition management, knowledge management and critical, emergent 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:

1. Appraise current thought on select topics in strategic management in the light of contemporary debates (All Assessments)
2. Engage in knowledgeable discussion on those topics (Assessment 1);
3. Reflect critically on strategic management more broadly as well as the topics covered specifically (Assessments 1, 2 &4);
4. Apply the analytical approaches covered (Assessment 1 & 3)

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

Assessment	Title	Weight	Date
1	Contribution to class discussions	10%	
2	Individual essay	25%	11am Mon 13 August
3	Individual analysis and report	40%	11am Mon 1 October
4	Individual essay	25%	11am Mon 29 October
	<b>TOTAL</b>	<b>100%</b>	

### *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.

(Addresses all Learning Objectives.)

## **2. Individual Essay**

Due: 11am Monday 13 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.

(Addresses Learning Objectives 1 & 3.)

## **3. Individual Analysis and Report**

Due: 11am Monday 1 October      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.

(Addresses Learning Objectives 1, 3 & 4.)

## **4. Individual Essay**

Due: 11am Monday 29 October      Marks: 25%  
Length: 2000 words

*What does a critical perspective 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.

(Addresses Learning Objectives 1 & 3.)

## **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>

## **Quality Assurance**

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 FCom 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 placed, in hard copy form, in the **MGMT 418 box (no. 27)** on the mezzanine floor of Rutherford House 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.

### **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.

### **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) above (i).

### **Class Representative**

Your class representative was elected at the start of the year, and that person's name and contact details have been 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**

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 (if applicable)**

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

<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](http://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/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 Office**

<http://www.victoria.ac.nz/fcom/studenthelp/>

### **Te Putahi Atawhai**

### **Maori and Pacific Mentoring Programme**

<http://www.victoria.ac.nz/tpa/>

## ANNEX A

### Session Outline

<i>Session</i>		<i>Topic</i>
One:	July 17	Topic 1: Strategic management in the public sector
Two:	July 24	Topic 1: Strategic management in the public sector
Three:	July 31	Topic 1: Strategic management in the public sector
Four:	August 7	Topic 2: Merger and acquisition management
Five:	August 14	Topic 2: Merger and acquisition management
Six:	August 21	Topic 2: Merger and acquisition management
<i>Mid-Trimester Break</i>		
Seven:	September 11	Topic 3: Knowledge management
Eight:	September 18	Topic 3: Knowledge management
Nine:	September 25	Topic 3: Knowledge management
Ten:	October 2	Topic 4: Critical and emergent perspectives on strategy
Eleven:	October 9	Topic 4: Critical and emergent perspectives on strategy
Twelve:	October 16	Topic 4: Critical and emergent perspectives on strategy

ANNEX B



**School of Management**

**MGMT418 Individual Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

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: \_\_\_\_\_