

School of Management

MMBA 534 STRATEGIC MANAGEMENT

Trimester 1, 2013

COURSE OUTLINE

Names and Contact details

COURSE COORDINATOR

Associate Professor Urs Daellenbach

Course Coordinator

Room: RH 905, Rutherford House

Phone: 463-5732

Email: urs.daellenbach@vuw.ac.nz

Website: www.victoria.ac.nz/som

If you would like to meet with me it would be best to email me to set up an appointment. I will attempt to respond within 1 business day whenever possible.

SENIOR ADMINISTRATOR

Linda Walker

Room: RH 1003, Rutherford House

Phone: 463 5367

Email: linda.walker@vuw.ac.nz

Trimester Dates

Teaching Period: Monday 4 March – Friday 7 June 2013

Study Period: Monday 10 June – Thursday 13 June 2013

Examination Period: Friday 14 June – Wednesday 3 July 2013 (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 15 March 2013.
2. The standard last date for withdrawal from this course is 17 May 2013. 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.

Class Time and Room Number

Tuesdays 7.40 – 9.30pm RHLT2

- (see schedule at end of course outline for exact dates of classes and content)

Note: There is no class on Tuesday 19 March and will be replaced with a class on Thursday 4 April from 7:40 to 9:30pm, room TBC

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. An examination of the strategic issues and tasks faced by general managers, determining the purpose and direction of the organisation, establishing objectives, and formulating strategies to achieve them, taking account of changes in the environment and the organisation's areas of competence.

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 organisations they work with and for. Skills will be developed by using frameworks and ideas to analyse real-world business cases.

The program will also emphasise 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.

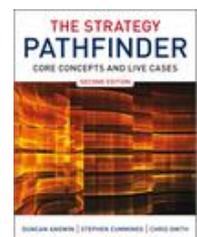
Workload

Workload expectation for this course is 150 hours, spread over preparation for class and completion of assignments (about 10 hours per week and 30 hours during the mid-trimester break). It is also expected that every student will be an active and constructive member of class, including participation in class discussions and engagement with visitors as well as respecting fellow students (listening to other views, prompt arrival at class etc).

Reading

The course textbook: *The Strategy Pathfinder: Core Concepts and Live Cases* (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.



Assessment

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%) – due April 16 in class.
You can choose from any of the cases in the chapters discussed during the lecture programme before the due date of each assignment (if in doubt please consult the course coordinator). Each group (4-5 students) 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. The assignment must be no more than 1250 words, excluding appendices.

Examples of good case summaries and more information about our expectations for these summaries will be provided on blackboard and during classes.

2. The second assignment is to be completed individually and is worth 35% – due 28 May in class. You can choose from any of the cases in the chapters discussed during the lecture programme before the due date of each assignment (if in doubt please consult the course coordinator). 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. The assignment must be no more than 1000 words, excluding appendices.
3. 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 14 June – Wednesday 3 July 2013. Previous exams are available on the library website.

Assessment	Title	Weight	Date
1	Group Assignment	15%	16 April 2013
2	Individual Assignment	35%	28 May 2013
3	Final Examination	50%	14 June – 3 July
	TOTAL	100%	

Mandatory Course Requirements for passing the course

In addition to obtaining an overall course mark of 50 or better, students must ...

- i) submit **all** assignments **by the due dates**
- ii) obtain **at least 40%** (out of 100% or 20/50) in the exam.

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 with the course coordinator. All assignments should have a Cover Sheet stating:

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

You should also put page numbers on each page.

Groups/Students should 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 the individual assignment must be individual (i.e., unique) work.

Note to Students

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.

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 submitted to Turnitin. A copy of submitted materials will be retained 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.

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 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 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.**

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.

Blackboard for Communication of Information

Links to sites of interest will be provided on Blackboard. It is expected that students will check the MMBA534 blackboard site for updates regularly.

Link to general information

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

MMBA 534 COURSE PROGRAMME 2012

WEEK 1. TUESDAY 5 MARCH: Course Introduction / Pathways to Strategy (Read pp. v-xxv *Strategy Pathfinder*)

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

WEEK 2. TUESDAY 12 MARCH: The Macro-Environment (Read Chap. 1 *Pathfinder* pp. 3-37)

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

TUESDAY 19 MARCH: no class – please use this time to start work on your group assignment

WEEK 3. TUESDAY 26 MARCH: Stakeholders & Governance (Read Chap. 2 *Pathfinder* pp. 39-72)

Discussion Cases: Brasilia, p. 66; NHS, p. 68; Video case: BMX (I), p. 99

Guest Speaker: David Ware, Managing Director Teamtalk

WEEK 4. TUESDAY 2 APRIL: The Industry Environment (Read Chap. 3 *Pathfinder*, pp. 73-103)

Discussion Case: DELL, p. 94; Video case: BMX (II), p. 99

WEEK 5. TUESDAY 9 APRIL: Corporate Strategy (Read Chap. 4 *Pathfinder* pp. 107-137)

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

WEEK 6. TUESDAY 16 APRIL: Strategic Positioning (Read Chap. 5 *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 (1 WEEK)*****

WEEK 7. TUESDAY 30 APRIL: Corporate Identity & Organic Strategy (Read Chaps. 6 & 7 *Pathfinder* pp.173-227)

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

WEEK 8. TUESDAY 7 MAY: Crossing Borders (Read Chap. 8 *Pathfinder* pp. 231-266)

Discussion cases: Coca Cola, burgers and cars p. 252; Video Case: HSBC p. 263

WEEK 9. TUESDAY 14 MAY: Guiding Strategic Change (Read Chap. 9 *Pathfinder* pp. 267-299)

Discussion cases: The Oakland As (watching the movie Moneyball is also recommended), p. 292; Video Case: Pringle, p. 278

Guest Speaker: Onebeat Consultants

WEEK 10. TUESDAY 21 MAY: Sustainability (Read Chap. 10 *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 28 MAY: Creative Strategies (Read Chap. 11 *Pathfinder* pp.337-369)

Discussion cases: Ford & Apple p. 350; IRL, p. 352; Nestle, p. 367

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

WEEK 12. TUESDAY 4 JUNE: Course Review/Exam Preparation

While not all assigned cases will be covered in class, reading them in advance provides a check of your understanding and application of the strategy frameworks.