

School of Management

MGMT418
CURRENT TOPICS IN STRATEGIC MANAGEMENT

Trimester 2, 2013

COURSE OUTLINE

COURSE COORDINATOR

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Trimester Dates

Monday 15 July – Friday 25 October

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 26 July 2013.
2. The standard last date for withdrawal from this course is Friday 27 September. 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, 10:30 - 1:20, Rutherford House (RH) G03

Course Delivery

The course is delivered through weekly three-hour sessions. These involve discussion of assigned readings and case studies on select topics in Strategic Management. Students are expected to actively participate in discussion (see Assessment).

Group Work

Research on a recent merger and acquisition (post 2005) merger or acquisition will culminate in a 15 minute presentation to the class. The group assignment will be completed in pairs. Groups will be formed in the first session.

Expected Workload

Students can expect the workload to be approximately 10-12 hours per week, including both scheduled contact time (lectures) and student work outside class.

Prescription

An examination of current management challenges affecting the strategic direction of the enterprise over the short and long term. The course will highlight recent developments in strategic management theory and practice.

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 & 4);
4. Apply the analytical approaches covered (Assessment 2 & 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 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 strategic management topics covered include diversification, merger and acquisition management, different perspectives on competitive advantage, stakeholder management and legitimacy / reputation management. For further detail, refer to Annex A.

Readings

The readings for this course will be issued in class before the start of each topic area. A broader 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 be required to prepare a one-page summary/analysis of one of the readings in each topic to present to the others in class.

Assessment

Assessment	Title	Weight	Date
1	Contribution to class discussions	15%	
2	Group Presentation	15%	In class, 20 Aug. 2013
3	Individual analysis and report	30%	3pm Friday 20 Sept. 2013
4	In class test	40%	22 October 2013
	TOTAL	100%	

1. Contribution to class discussion

Date: Weekly

Marks: 15

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 (10 marks) as well as leadership of the discussion of a particular reading (5 marks). A case/video discussion is likely to occur in each class as well.

2. Group Presentation Marks: 15

To be completed in pairs (unless permission is granted by course coordinator for altering this)
Time: In class (10:30am-1:20pm) Tuesday 20 August 2013
Length: 15 minutes followed by questions and discussion
-full details on this will be handed out via Blackboard

3. Individual Analysis and Report

Due: 3pm Friday 20 September Marks: 30
Length: 3000 words

Analysing a merger's integration

Following on from your group presentation and based on public sources, this report will focus on a recent merger/acquisition, analysing its motives and identifying the implications for the subsequent integration. Details of the full report will be handed out in class.

4. In-class test Marks: 40

Date and time: 10:30am-12:30pm Tuesday 22 October 2013

The closed-book test will comprise of two essay questions. Topics and format details will be handed out in class in Session 8.

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.

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.

Mandatory Course Requirements

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

- a. Attend at least 9 out of the 12 sessions; and
- b. Submit all assessments within the allowable timeframe (see Penalties section) above (i).

If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

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.

Student feedback

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php

Link to general information

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

ANNEX A

Session Outline

<i>Session</i>		<i>Topic</i>
One:	July 16	Corporate Strategy, Diversification and Performance
Two:	July 30	Merger and acquisition management
Three:	August 6	Merger and acquisition management
Four:	August 13	Merger and acquisition management
Five:	August 20	Merger presentations
<i>Mid-Trimester Break</i>		
Six:	September 10	Market Power and Multi-point Competition
Seven:	September 17	Competitive Advantage and Resource-based Theory
	September 20	Merger assignment due
Eight:	September 24	Knowledge-based view of the firm
Nine:	October 1	Stakeholder Perspectives and Pluralism
Ten:	October 8	Institutional Theory
Eleven:	October 15	Legitimacy and Reputation Management
Twelve:	October 22	In class test