

Victoria Business School  
School of Management

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## **MMBA 535**

### **ADVANCED STRATEGIC MANAGEMENT**

Trimester 2, 2013

### **COURSE OUTLINE**

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#### **Instructor Contact Details**

Professor John Brocklesby, BA (Hons), Cov; MSc(Econ), Lond; Phd, Warwick.  
Office: RH 1018, PO Box 600, Wellington, NZ  
Email: john.brocklesby@vuw.ac.nz

#### **Trimester Dates**

Teaching Period: Tuesday 30 July – Friday 25 October  
Mid-trimester break: Monday 26 August – Friday 6 September

#### **Class Times and Room Numbers**

30 July  
6, 13, 20 August  
17, 24 Sept  
1, 8 Oct

RH G01, 17:40 – 20:30

#### **Expected Workload**

150 hours of work will be required to complete the course. Twenty-four hours will be spent attending class sessions, with the balance spread throughout the duration of the course.

#### **Prescription**

This course develops material from MMBA 534 with particular emphasis on the issue of the development and implementation of corporate strategy.

## **Course Learning Objectives**

By the end of this course participants will be able to:

1. develop and enhance their holistic understanding of strategic management and its implementation.
2. appreciate strategic management and organising in process terms
3. effectively use drawings and holistic models in organizational analysis and strategic decision making
4. show how preferred ways of thinking can limit strategic activity and how changed perspectives can assist in developing new or extending existing business models
5. act and implement strategic actions through working with complex relationships, interdependencies, and dynamic processes, rather than simplistic 'cause-effect' thinking.

## **Course Content**

Broadly speaking, strategic management involves making decisions about an organisation's objectives and formulating and implementing plans regarding the positioning of the organisation, the allocation of resources, its structuring and performance. In an attempt to familiarize course participants with the various issues that need to be considered in such decision making, MMBA 534 (Strategic Management) has provided course participants with a working understanding of classic strategic management concepts and frameworks. Building upon this, MMBA 535 switches the primary focus from the analytical capabilities that are required to develop strategy towards the practical development of strategy and its implementation. Competent analysis is extremely important; however managing strategically involves dealing with extremely dynamic and complex business, organisational and human processes. As such there are limits to rational-analytic processes and there are many reasons why competent strategic analysis does not always work well. Such failures can have a major impact on the viability of the organisation. There might, for example, be a failure to develop a sustainable holistic business model including one that integrates disparate organisational capabilities and resources. There might be relationship failures in networking and/or in obtaining internal participation and commitment. Strategic thinking might be insufficiently creative in reviewing existing patterns of thought and ways of doing things. Moreover, strategy often fails because its processes fail to consider the likely effects, wider ramifications and unintended consequences of plans. MMBA 535 seeks to address these kinds of issues.

## **Readings**

Textbook: A. Osterwalder and Y. Pigneur (2010). *Business model generation: a handbook for visionaries, game changers, and challengers*. Hoboken, NJ: Wiley. (ISBN: 978-0-470-87641-1)

Since this course seeks to build upon knowledge that has already been developed across the various sub-disciplines that are covered on the MBA, and since the paper has a largely practical focus, there is no extensive reading list that is provided in advance of the class sessions. However, further readings will be provided from time to time.

## **Assessment**

Individual Assignment	40%
Group Assignment	30%
Class Test	30%

## **Penalties**

Late assignments will incur a 5% penalty per 24 hours on the assigned mark. Assignments more than two weeks late cannot be accepted.

## **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.

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