

School of Management

MGMT 205 STRATEGIC MANAGEMENT

Trimester 1, 2014

COURSE OUTLINE

Names and Contact details

COURSE COORDINATOR

Professor Stephen Cummings

Room: TBA, Rutherford House

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PROGRAMME MANAGER

Garry Tansley

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ADMINISTRATOR

Misa Ito

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Phone: 463 5397

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Trimester Dates

Teaching Period: Monday 3rd March – Friday 6th June

Study Period: Monday 9th June – Thursday 12th June

Examination Period: Friday 13th June – Wednesday 2nd July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before **Friday 14th March 2014**.
2. The standard last date for withdrawal from this course is **Friday 16th May**. 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 Room: Rutherford House LT1

Day: Friday

Time: 8.30 – 10.20am

Course Content

MGMT205 provides participants with a working understanding of classic frameworks in strategic management along with some of the latest thinking in this area. It examines contemporary issues in strategic management both globally and in New Zealand. Skills will be developed by using frameworks and ideas to analyze real-world business cases from Asia, Oceania, Europe, Africa and the Americas.

At the end of the course, participants will have, and be able to apply, a toolkit that will enable them to approach and structure business scenarios and develop clear strategies for the organizations they work with and for. The focus will be on designing strategy and developing participants' ability to effectively communicate those strategies and involving others in this design and communication process.

Course Learning Objectives

MGMT 205 has four learning objectives. The achievement of these will be evaluated through the course assessments: tutorials, 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.
This will be assessed in tutorial participation and the final exam.

Describe and effectively communicate strategic analysis, alternatives and recommendations.
This will be assessed in the individual assignment and in the final exam.

Apply a global and multicultural perspective of strategy.
This may be assessed in the individual assignment and will be assessed in the final exam.

Lead discussions on strategic developments.
This will be assessed in tutorial participation and in the final exam.

Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 31 hours of classes, approximately eight or nine hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 20 hours revising during the mid-trimester break and study week.

Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. **Please do not work together to formulate a response and do not loan out your completed assignments.** You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

Reading

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

Recommended supplementary reading (this book is not essential but will be referred to during the last part of the course): *Creative Strategy: Reconnecting Business and Innovation*. C. Bilton & S. Cummings (2010) Wiley: Oxford (ISBN: 978-1-4051-8019-1)
www.wiley.com/go/creativestrategy

Materials and Equipment

Students will not be allowed to use machines such as computers or electronic calculators in examinations.

Assessment

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

Assignment	Title	Weight	Date
1	Individual Assignment	30%	Monday April 14 at 3pm
2	Tutorial Participation	10%	Throughout the course
3	Final Examination	60%	Friday 13 th June – Wednesday 2 July
	TOTAL	100%	

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.

1. Individual Assignment 30% Due date: Monday April 14 at 3pm

You can choose one from a selection of the **cases** discussed during the **lecture and tutorial** programme. Each student should prepare a written summary of what they believe to be the key issues and learning points for each chosen case in response to the three questions posed at the end of the case. Each assignment should be **no more than 1000 words**. Examples of good assignments will be provided on blackboard and discussed during classes.

Students will 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 reports must be individual submissions.

The Individual Assignment should be handed in to the MGMT 205 box no. 27 on the mezzanine floor of Rutherford House by **3.00pm on Monday April 14**. This year you may

choose from the following cases:

• Nike

• Ranbaxy

• BMX

Assignments will be marked according to assessment criteria that relate to MGMT205's learning objectives (page 2) as expressed in the two mark sheets reproduced at the end of this course outline (Annex B & C).

Handing in assignments

Assignments should be placed, in hard copy form, in the **MGMT 205 box (no. 27)** on the mezzanine floor of Rutherford House by the due time on the due date.

All assignments must include an Assignment Cover Sheet (see Annex A) stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

Students must prepare two copies of each hand-in and keep the second copy for their own reference. 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 that your work was submitted in the rare cases where your work goes astray.

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.vuw.ac.nz/library/research/reference/referencingguides.aspx>).

Late assignments

Assignments received after the due time will be deemed to be late, and must be handed to the Administrator for this course, Luisa Acheson in RH1022 where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Penalties - for Lateness

- (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. 30% or 30 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 30 and the assignment receives 50% then one day late means the mark will be out of 28 and the student will receive 50% of 28). **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 **Programme Manager**, 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 **Programme Manager** 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 and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

Policy on Remarking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex D) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:-

- The Reception Desk on the 10th floor of Rutherford House, where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

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.

2. Individual tutorial participation (10%):

Participation in tutorials is crucial to the learning process on this course. To gain any tutorial marks you must attend a minimum of five (5) of the tutorials offered. The tutorials are held as shown in the schedule (in weeks 3, 4, 5 & 6 before the mid trimester break, and weeks 9, 10 & 11 following the first break). If you attend four (4) or fewer tutorials, you will receive no marks for tutorial participation.

However, the mark you receive for your performance in tutorials is a participation mark, not an attendance mark. The grade will depend on the quality of the contribution to tutorial class exercises and discussions.

Your MGMT205 tutor will assess your participation on the following cumulative criteria:

Participation	Mark range
No or minimal participation	0-2
Demonstrates a limited understanding of the case and relevant theory	3-4
Demonstrates a good understanding of the case and relevant strategic management theory	5-6
Demonstrates an excellent understanding of the case and relevant strategic management theory and provides insightful observations on theory and practice	7-8
Demonstrates an excellent understanding of the case and relevant strategic management theory, provides insightful observations on theory and/or practice, and provides a positive contribution to the learning of others	9-10

Excellence in participation will require you to:

1. have a very good knowledge of the case being studied;
2. be able to analyse it using theoretical frameworks from lectures and the course text;
3. relate this analysis to other cases in the textbook and/or current in the NZ and global business context;
4. provide insightful observations relating to strategic management theory and practice in the light of this analysis, and
5. be a positive influence that contributes to the tutorial group as a whole – hence the quality of participation is determined not by the quantity of the student's statements in tutorial but by their quality.

All of these requirements will be greatly aided by preparing for each tutorial by making good notes on the case in question before the tutorial. You should keep copies of these notes for future reference as they will aid your assignment and exam preparation. Tutors will provide verbal feedback on the quality of participation at the end of each session.

Tutorial activities contribute to all of MGMT205's Course Learning Objectives.

3. A closed-book 3-hour examination based on a case study or studies (60%).

Examination dates for trimester one: Friday 13th June – Wednesday 2nd July (inclusive). **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 examination is worth 60% of the total marks available for this course. It is closed book 3-hour examination. You will be required to answer questions about a case study or case studies that will require you to draw on different theories and frameworks covered in the course. All text book chapters covered during the course are examinable.

Overall Pass Mark

For MGMT205 the overall pass mark will be **50%** of the total marks available i.e., 50 marks/100

Mandatory course requirements for passing the course

To meet Mandatory Course Requirements, students are required to:

- a. Attend and prepare for at least 5 out of 7 tutorials. These are held in weeks 3, 4, 5, 6, 9, 10 & 11.
- b. Submit the assignment
- c. Obtain at least 40 per cent (i.e., 24 marks out of 60) of the final examination marks available.

Note: Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including sitting the final examination.

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

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, eg

MGMT300_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

Communication of Additional Information

Additional course information will be conveyed to students via BlackBoard (BB) and through lectures and tutorials so please check BB often and go to all tutorials and lectures.

Examinations

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 following period:

Friday 13th June – Wednesday 2nd July (inclusive)

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.

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.

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

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, 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/avcacademic/default.aspx

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

http://www.victoria.ac.nz/home/about_victoria/avcacademic/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/

MGMT 205 COURSE PROGRAMME 2014

WEEK 1. FRIDAY 7 MARCH: Course Introduction /Pathways to Strategy

Discussion Case: Strategy issues related to a topically story or product TBA

WEEK 2. FRIDAY 14 MARCH: The Macro-Environment (Read Chap. 1 *Pathfinder* pp. 3-37)

Discussion Cases: Shock and Awe, p. 22; Nike, p. 27; Video case: BMX (I), p. 99

WEEK 3. FRIDAY 21 MARCH: Stakeholders and Consultants (Read Chap. 2 *Pathfinder* pp. 39-72)

Discussion Cases: NHS, p. 68; Video case: BMX (II), p. 99

Guest Speaker: Hadley Smith and Ben Butler-Hogg from Ernst & Young

Tutorial 1. **Strategy knowledge audit using Cereality, p.xxiii *Strategy Pathfinder***

WEEK 4. FRIDAY 28 MARCH: The Industry Environment (Read Chap. 3 *Pathfinder*, pp. 73-103)

Discussion Case: DELL, p. 94; Ranbaxy, p. 96; Video case: BMX (III), p. 99

Tutorial 2. **Nike, p. 27 *Strategy Pathfinder***

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

Discussion Case: easyGroup, p. 126

Tutorial 3. **Ranbaxy p.96 *Strategy Pathfinder***

WEEK 6. FRIDAY 11 APRIL: Strategic Positioning (Read Chap. 5 *Pathfinder* pp. 139-171)

Discussion Cases: InBev, p.166 ; Video case: *Skill Saws* (no reading required)

Tutorial 4. **InBev, p.166 *Strategy Pathfinder***

WEEK 7. FRIDAY 15 APRIL: Good Friday Easter Break – no class

***** MID-TRIMESTER BREAK *****

WEEK 8. FRIDAY 9 MAY: Corporate Identity & Vision (Read Chaps. 6&7 *Pathfinder* pp.173-227)

Discussion cases: HSBC, p. 263; TATUA (case to be distributed before break).

WEEK 9. FRIDAY 16 MAY: Guiding Strategic Change (Read Chap. 9 *Pathfinder* pp. 267-299)

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

Tutorial 5. **Hyundai** (*Strategy Pathfinder* p. 230)

WEEK 10. FRIDAY 23 MAY: Sustainability (Read Chap. 10 *Pathfinder* pp. 303-335)

Discussion cases: Handi Ghandi, p. 325; Post, p. 333

Tutorial 6. **Handi Ghandi, p. 325** *Strategy Pathfinder*

WEEK 11. FRIDAY 30 MAY: Creative Strategies (Read Chap. 11 *Pathfinder* pp.337-369; Chaps. 7 & 8 *Creative Strategy* pp.63-105)

Discussion cases: Ford & Apple p. 350; IRL/Callaghan Institute, p. 352

Tutorial 7. **Ford & Apple p. 349** *Strategy Pathfinder* (+ tutorial review and strategy knowledge audit using Cereality, p.xxiii)

WEEK12. FRIDAY 6 JUNE: Course Review/Exam Preparation



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MGMT 205 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

Word Count: _____

Tutor's Name: _____ Tutorial Number: _____

Tutorial Day: _____ Tutorial Time: _____

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: _____

ANNEX B

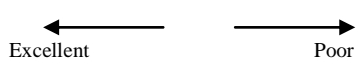
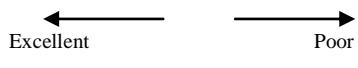
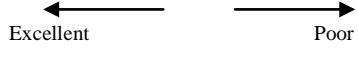

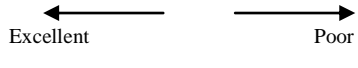

Management 205, 2014 Assignment Marking Sheet:

Student name:

Student number:

Tutor/Tutorial:

Case:

<p>#A Clearly identifies key strategic management issues</p> <p><i>Critical thinking</i></p>		Does not relate to strategic management issues
<p>#B Appropriate frameworks to analyze case selected</p> <p><i>Critical thinking</i></p>		Frameworks not identified or the frameworks chosen are not appropriate to case
<p>#C Demonstrates critical and creative thinking in answering case questions and using the chosen frameworks</p> <p><i>Creative thinking and critical thinking</i></p>		Application reveals a lack of critical and creative thinking
<p>#D Answer is structured coherently</p> <p><i>Communication</i></p>		Answer lacks a coherent structure and is hard to follow
<p>#E Word limit adhered to</p> <p><i>Communication</i></p>		Too long
<p>#F Recommendations and/or Key findings could be used to lead strategic change</p> <p><i>Leadership</i></p>		Recommendations and/or findings are confused and unclear

NB. These criteria are not necessarily equally weighted. Final marks are not derived mechanically.

Comments:

Written Communication Skills Rubric

Trait	Exemplary	Satisfactory	Unsatisfactory	E/S/ U
Structure and style: Document, paragraph and sentence structure, flow and layout, appropriate to audience.	Variety of sentence construction; logical flow; style and structure appropriate for task, audience and genre. Uses engaging delivery that enhances understanding. Thoughtful presentation.	Not overly repetitive; some variety in sentence construction; generally flows well; some awareness of audience and genre.	Overly repetitive or simplistic sentence structure; consistently disjointed, lack of flow; style/structure inappropriate for audience.	
Clarity and conciseness: Answers the question, succinct, appropriate complexity.	Argument effectively and efficiently conveyed; highly focused on the question; easily understood.	Argument reasonably clear; occasionally misses the point but answers the question; not over-elaborate or over-complicated.	Main point and/or argument confused/unclear. Irrelevant information, no transition between ideas. Unclear conclusion.	
Technical writing skills: Spelling, capitalisation, punctuation, grammar, general proofreading.	Very few spelling errors, correct punctuation, grammatically correct, complete sentences.	Occasional lapses in spelling, punctuation, grammar, but not enough to seriously distract the reader.	Numerous spelling errors, non-existent or incorrect punctuation, and/or severe errors in grammar that interfere with understanding.	
Vocabulary: Originality, breadth, appropriateness, variety.	Highly appropriate, well chosen, precise and varied vocabulary. Consistently uses correct word choice and discipline-specific terminology.	Generally appropriate vocabulary; not overly repetitive. Generally uses correct word choice and discipline-specific terminology.	Excessively limited or inappropriate or repetitive vocabulary. Misuses discipline-specific terminology.	
Appropriate use of referencing system:	Uses APA (or accepted alternative ¹) referencing system consistently and correctly.	Generally uses APA (or accepted alternative ¹) referencing system.	Does not attempt to use APA (or accepted alternative ¹) referencing system.	
Academic Integrity:	Appropriate use of others' work, acknowledged via in-text citations.	Other sources appear to be acknowledged.	Work appears to be not adequately referenced or attributed.	
Holistic judgement:	Exemplary written communication.	Satisfactory written communication.	Unsatisfactory written communication.	

¹ APA is the VBS standard, but lecturers may either require alternative when APA is not appropriate or accept an alternative – in both cases guidance must be provided.



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MGMT 205

Request for re-examination of assessed work

	Assessment affected <i>e.g. Individual Assignment, In-class Test</i>	
Student ID	Name As <i>it appears in your enrolment</i>	Tutorial No/Tutor's name
Contact Details	<i>Phone</i> _____ <i>Email</i> _____	

Specify which section (criteria specified in the mark sheet) you wish to be re-examined
Note: requests to re-examine "all" criteria will not be considered.

Clearly state why you believe each of these sections should be re-examined:

Note: "I think it is worth more," is insufficient.

In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

.....

Signature Date