



School of Management

## MMBA534/561 STRATEGIC MANAGEMENT

Trimester 1, 2014

### COURSE OUTLINE

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#### Names and Contact details

##### **COURSE COORDINATOR**

**Professor Stephen Cummings**

**Course Coordinator**

Room: TBC

Email: [stephen.cummings@vuw.ac.nz](mailto:stephen.cummings@vuw.ac.nz)

Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

##### **SENIOR ADMINISTRATOR**

**Amanda Cunningham**

Room: RH 1004, Rutherford House

**Phone: 463 5367**

Email: [amanda.cunningham@vuw.ac.nz](mailto:amanda.cunningham@vuw.ac.nz)

#### Class Time and Room Number

Tuesday                      5.40 – 7.30pm                      RHLT3

#### Trimester Dates

Teaching Period: Monday 3<sup>rd</sup> March – Friday 6<sup>th</sup> June

Study Period: Monday 9<sup>th</sup> June – Thursday 12<sup>th</sup> June

Examination Period: Friday 13<sup>th</sup> June – Wednesday 2<sup>nd</sup> July (inclusive)

#### Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 14<sup>th</sup> March 2014.
2. The standard last date for withdrawal from this course is Friday 16<sup>th</sup> of 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 Commerce Faculty's Student Customer Service Desks.

## 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.

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

The program will also emphasize 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.

## Expected Workload

A total of 150 hours of work is expected from students in this course. That consists of approximately 24 hours of classes, approximately eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 30 hours revising during the mid-trimester break and study week .

## Readings

The course textbook: *The Strategy Pathfinder: Live Cases and Core Concepts (2<sup>nd</sup> Edition)*. D. Angwin, S. Cummings, & C. Smith (2011) Wiley: Oxford (ISBN: 978-0-470-68946-2)  
[www.wiley.com/go/strategypathfinder](http://www.wiley.com/go/strategypathfinder)

It is essential that all students have a copy of this book and bring it to each class.

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](http://www.wiley.com/go/creativestrategy)

## Materials and Equipment

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

## Blackboard

It is expected that students will check the MMBA534 blackboard site for updates regularly.

## 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-.

A student's overall grade in the MMBA534 will be determined in the following manner:

1. Two case **assignments** worth 15% and 35%, respectively. The first is a group assignment (15%), the second individual (35%).

You can choose from any of the cases 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. Both assignments must be no more than 1000 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.

Groups/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 individual assignments must be individual (i.e., unique) work.

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.

2. 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 13<sup>th</sup> June – Wednesday 2<sup>nd</sup> July.

Assessment	Title	Weight	Date
1	Group Assignment	15%	April 8
2	Individual Assignment	35%	May 27
3	Final Examination	50%	14 June – 4 July
	<b>TOTAL</b>	<b>100%</b>	

### **Mandatory Course Requirements for passing the course**

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

**Overall Pass Mark** - for the course will be **50%** of the total marks available i.e., 50 marks

### **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. All assignments should have a Cover Sheet stating:

- your name,
- the course name,
- the name of the case study analysed,

- a word count and
- the due date.

You should also put page numbers on each page.

### Grading Guidelines

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-.

<i>Pass/Fail</i>	<i>Grade</i>	<i>Normal Range</i>	<i>Indicative Characterisation</i>
Pass	A+	90%-100%	Outstanding performance
	A	85%-89%	Excellent performance
	A-	80%-84%	Excellent performance in most respects
	B+	75%-79%	Very good performance
	B	70%-74%	Good performance
	B-	65%-69%	Good performance overall, but some weaknesses
	C+	60%-64%	Satisfactory to good performance
	C	55%-59%	Satisfactory performance
Fail	C-	50%-54%	Adequate evidence of learning
	D	40%-49%	Poor performance overall, some evidence of learning
	E	0-39%	Well below the standard required

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 Tutorial 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, eg 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.**

### **Policy and Procedure for Remarking Assignments**

Every endeavour is made to ensure that the marking is consistent and fair to students.

Students may ask for their assignments to be remarked. If a student asks for a remark a different faculty member than the original marker will do the remarking. If the mark differs by 10% or less the student will receive the average of the two marks. If the difference between the two marks is greater than 10% the assignment will be independently marked by a third marker and the average of the closest two marks will be awarded to the student.

To apply for a remark, write a note (no more than one page) on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this in with your assignment to the course coordinator. By applying for a remark you must accept that your mark could go either up or down. Applications for remarks close one week after the return date and time for that piece of assessment. Allow up to two weeks for remarks to be completed.

### **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.

### **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 subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of VUW for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

### **Student feedback**

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://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.

## MMBA 534 COURSE PROGRAMME 2014

### **WEEK 1. TUESDAY 4 MARCH: Course Introduction /Pathways to Strategy**

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

### **WEEK 2. TUESDAY 11 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. TUESDAY 18 MARCH: Stakeholders and Consultants** (Read Chap. 2 *Pathfinder* pp. 39-72)

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

### **WEEK 4. TUESDAY 25 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

### **WEEK 5. TUESDAY 1 APRIL: Corporate Strategy** (Read Chap. 4 *Pathfinder* pp. 107-137)

Discussion Case: easyGroup, p. 126

### **WEEK 6. TUESDAY 8 APRIL: Strategic Positioning** (Read Chap. 5 *Pathfinder* pp. 139-171)

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

\*\*\*\*\*Group assignment should be handed in at this lecture\*\*\*\*\*

### **WEEK 7. TUESDAY 15 APRIL: Corporate Identity and Vision 1** (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.

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

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### **WEEK 8. TUESDAY 6 MAY: Corporate Identity and Vision 2** (Read Chaps. 6 & 7 *Pathfinder* pp.173-227)

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

### **WEEK 9. TUESDAY 13 MAY: Guiding Strategic Change** (Read Chap. 9 *Pathfinder* pp. 267-299)

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

### **WEEK 10. TUESDAY 20 MAY: Sustainability** (Read Chap. 10 *Pathfinder* pp. 303-335)

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

Guest Speakers: Simon Scott & Hadley Smith from Visory

### **WEEK 11. TUESDAY 27 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

Guest Speakers: Craig Catley & Glenn Murphy from CDP

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

### **WEEK12. TUESDAY 3 JUNE: Course Review/Exam Preparation**

Discussion Case: Little Chef, p. 297