

School of Management

## **MMBA 534 STRATEGIC MANAGEMENT**

Trimester 1, 2015

### **COURSE OUTLINE**

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#### **Names and Contact details**

##### **COURSE COORDINATOR**

**Professor Stephen Cummings**

**Course Coordinator**

Room: RH906

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**

**Nicky McInnes**

Room: RH 1004, Rutherford House

**Phone: 463 5367**

Email: [Nicky.McInnes@vuw.ac.nz](mailto:Nicky.McInnes@vuw.ac.nz)

#### **Trimester Dates**

Teaching Period: Monday 2<sup>nd</sup> March – Friday 5<sup>th</sup> June

Study Period: Monday 8<sup>th</sup> June – Thursday 11<sup>th</sup> June

Examination Period: Friday 12<sup>th</sup> June – Wednesday 1<sup>st</sup> July (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 13<sup>th</sup> March 2015.
2. The standard last date for withdrawal from this course is Friday 15<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 or [online](#).

#### **Class Time and Room Number**

Thursday 5.40 – 7.30pm RHLT3

### **Group Work**

Group work is an important component of this course. Groups will be formed early in the course, your first assignment is a group assignment and studying for the exam in your group is recommended. Please allow one hour per week for group meetings.

### **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.

### **Prescription**

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 total competence.

### **Course Content and Learning 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.

### **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 (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 course): *Strategy Builder: How to Create and Communicate More Effective Strategies*. S. Cummings & D. Angwin (2015) Wiley (ISBN: 978-1-1187-0723-4)

[www.wiley.com/go/strategybuilder](http://www.wiley.com/go/strategybuilder)

## **Materials and Equipment**

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

## **Assessment**

The Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

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%).

For the group and individual assignments groups/individuals 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 group/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 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 individual assignments must be individual (i.e., unique) work.

2. A closed-book 3-hour **examination** based on a case study or studies (50%).

<b>Assessment</b>	<b>Title</b>	<b>Weight</b>	<b>Date</b>
1	Group Assignment	15%	April 23
2	Individual Assignment	35%	May 28
3	Final Examination	50%	12 June – 1 July
	<b>TOTAL</b>	<b>100%</b>	

## **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.
- And you should also put page numbers on each page.

Both assignments and the examination will test course objectives 1-3. Classroom discussion will be directed toward objective 4.

### **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** 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 is 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.

### **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.

### **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 12<sup>th</sup> June – Wednesday 1st July (inclusive)

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

### **Mandatory Course Requirements**

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

### **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.

### **Communication of Additional Information**

It is expected that students will check the MMBA534 blackboard site for notes and updates on course activities regularly.

### **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 2015

## **WEEK 1. THURSDAY 5 MARCH: Course Introduction**

**WEEK 2. THURSDAY 12 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. THURSDAY 19 MARCH: Stakeholders and Consultants** (Read Chap. 2 *Pathfinder* pp. 39-72)  
Discussion Cases: NHS, p. 68; Video case: BMX (II), p. 99

**WEEK 4. THURSDAY 26 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. THURSDAY 2 APRIL: Corporate Strategy** (Read Chap. 4 *Pathfinder* pp. 107-137)  
Discussion Case: easyGroup, p. 126

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

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**WEEK 6. THURSDAY 23 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. THURSDAY 30 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.

Guest Speakers: TBA

**WEEK 8. THURSDAY 7 MAY: Corporate Identity and Vision 2** (Read Chaps. 6 & 7 *Pathfinder* pp.173-227)  
Discussion case and video: HSBC, p. 263.

**WEEK 9. THURSDAY 14 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. THURSDAY 21 MAY: Sustainability** (Read Chap. 10 *Pathfinder* pp. 303-335)  
Discussion cases: Handi Ghandi, p. 325; Post, p. 333

Guest Speakers: TBA

**WEEK 11. THURSDAY 28 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: TBA

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

**WEEK12. THURSDAY 4 JUNE: Course Review/Exam Preparation**  
Discussion Case: Little Chef, p. 297