

School of Management

**MGMT 418**  
**CURRENT TOPICS IN STRATEGIC MANAGEMENT**

Trimester 2, 2015

**COURSE OUTLINE**

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**Trimester Dates**

From Monday 13 July to Friday 23 October

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 24<sup>th</sup> July 2015.
2. The standard last date for withdrawal from this course is Friday 25<sup>th</sup> 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*' form including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks or [online](#).

**Class Times and Room Numbers**

Lectures: Tuesdays 12.40-3.30pm in RWW129

**Course Delivery**

The course is delivered through weekly three-hour sessions. These involve discussion of assigned readings on select topics and cases in Strategic Management and some lectures that offer an overview of the material covered in each class. Students are expected to actively participate in discussion.

**Expected Workload**

Students can expect the workload to be approximately 150 hours over the whole course, including both scheduled contact time and 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, 2 & 4);
4. Apply the analytical approaches covered (Assessment 1 & 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

In light of the course prescription, MGMT418 considers select current topics in strategic management along with their implications for managing organisations. The specific topics covered include strategic management in the public sector, merger and acquisition management, as well as critical and emergent perspectives on strategic management. For further detail, refer to Annex A.

## Readings

The readings for this course will be posted on Blackboard and/or distributed in class before the start of each topic.

## Assessment

The Assessment Handbook will apply to all VUW courses: see

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

Assessment	Title	Weight	Date
1	Contribution to class discussions	10%	
2	Individual essay	25%	11am Friday 14 August
3	Individual analysis and report	40%	11am Friday 25 September
4	Individual essay	25%	11am Friday 23 October
	<b>TOTAL</b>	<b>100%</b>	

### *1. Contribution to class discussion*

Date: Weekly

Marks: 10%

Participants have as much to learn from each other as from the lecturer, hence contribution to class discussions is 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. As part of this general discussion, each student will prepare a one-page summary/analysis of one of the readings in each

topic to present to others in class. The assessment focuses on the quality of the insights you offer to the topics and the cases.  
(Addresses all Learning Objectives.)

## **2. Individual Essay**

Due: 11am Friday 14 August                      Marks: 25%  
Length: 2000 words

*What does strategic management offer the public sector?*

Following the conventions of essay writing, you will construct your own position on the above question based on a search of the literature. You will then illustrate your arguments using examples from public organisations. Details of the essay will be handed out in class and posted on Blackboard.

(Addresses Learning Objectives 1 & 3.)

## **3. Individual Analysis and Report**

Due: 11am Friday 25 September                      Marks: 40%  
Length: 3000 words

*Analysing a merger's integration*

Report will focus on a recent merger/acquisition, analysing its motives and identifying the implications for integration. Details of the full report will be handed out in class and posted on Blackboard.

(Addresses Learning Objectives 1, 3 & 4.)

## **4. Individual Essay**

Due: 11am Friday 23 October                      Marks: 25%  
Length: 2000 words

*What does a critical perspective offer strategic management?*

Following the conventions of essay writing, you will select one or more core topics in strategic management and discuss the utility of a critical approach to the topic(s). Details of the essay will be handed out in class and posted on Blackboard.

(Addresses Learning Objectives 1 & 3.)

## **Format for assignments**

Assignments should have the following format:

- Word-processed, 12 point font, 1.5 spacing
- A cover sheet stating: Student name, project title and word count (see Annex 2)
- Page numbers on each page.
- APA reference style used including in-text citation and a list of references at the end.

## **Referencing**

There are many different styles of referencing and the Faculty of Commerce 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.

## Handing in assignments

- Assignments must be placed, in hard copy form, in the **MGMT 418 box no. 23** on the mezzanine floor of Rutherford House by the due time on the due date.
- Assignments received after the due time will be deemed to be **late**, and must be handed to Administration in RH1022 where your assignment will have the time, date and signature noted on the front cover by the person receiving it.
- Students must also keep an electronic copy of their work archived. Failure to do so will jeopardise any claim that the work was submitted in the rare cases where it goes astray.

## Penalties

- i) In fairness to other students, work submitted after any deadline without prior arrangement of an extension will incur a penalty for lateness. The penalty is 5% 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 may not be accepted.
- (ii) 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 Coordinator, providing documentary evidence of the reasons of their circumstances (e.g. a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired).
- (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 Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to. This is to reinforce the importance of accurate, concise and clear communication in management studies and organisational practice.

## 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:

- Obtain at least 30 per cent of the marks available for each of the assessments in order to demonstrate the achievement of the respective course learning objectives.

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)

Any student who is concerned that they have been (or might be) unable to meet any of the mandatory course requirements because of exceptional personal circumstances should contact the course coordinator as soon as possible.

## 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](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.

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## ANNEX A

### Session Outline

<i>Week</i>		<i>Topic</i>
One:	July 14	Topic 1: Strategic management in the public sector
Two:	July 21	Topic 1: Strategic management in the public sector
Three:	July 28	Topic 1: Strategic management in the public sector
Four:	August 4	Topic 1: Strategic management in the public sector
Five:	<b><i>August 14, Friday</i></b>	<b><i>Assignment 1 is due by 11am</i></b>
Six:	August 18	Topic 2: Merger and acquisition management
<b><i>Mid-Trimester Break</i></b>		
Seven:	September 8	Topic 2: Merger and acquisition management
Eight:	September 15	Topic 2: Merger and acquisition management
Nine:	September 22	Topic 2: Merger and acquisition management
	<b><i>September 25 Friday</i></b>	<b><i>Assignment 2 is due by 11am</i></b>
Ten:	September 29	Topic 3: Critical and emergent perspectives on strategy
Eleven:	October 6	Topic 3: Critical and emergent perspectives on strategy
Twelve:	October 13	Topic 3: Critical and emergent perspectives on strategy
	<b><i>October 23 Friday</i></b>	<b><i>Assignment 3 is due by 11am</i></b>

ANNEX B

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



**VICTORIA**  
UNIVERSITY OF WELLINGTON

**School of Management**

**MGMT418 Individual Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

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: \_\_\_\_\_