

School of Management

## **MMBA 535 Advanced Strategic Management**

Trimester 2, 2015

### **COURSE OUTLINE**

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#### **Names and Contact Details**

##### **Course Coordinator**

Professor John Brocklesby

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##### **Lecturer**

Dr Sally Riad

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##### **Senior Administrator**

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##### **Trimester Dates**

From Monday 13<sup>th</sup> 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 2015. 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**

Sessions: Mondays 5.40pm to 8.30pm in GB G03 for eight assigned sessions across the term; refer to Annex 1.

## Course Delivery

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

## Expected Workload

Students can expect the workload to be 150 hours over the whole course, including both 24 hours of scheduled contact time and work outside class.

## Prescription

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

## Course Learning Objectives

MMBA535 has five student learning objectives. By the end of this course, students should:

1. Gain a strategic perspective on value and values in strategy implementation
2. Display creative thinking when proposing solutions to real business issues or problems
3. Appraise business problems using case analysis and real-world events
4. Describe and effectively communicate strategic analysis, alternatives and recommendations
5. Display holistic appreciation of interrelationships and interdependencies of managerial and organizational functions.

## Course Content

In light of the course prescription, MMBA535 considers the development of strategy and its implementation, along with implications for managing organisations. Specific themes that cut across the course include a multi-faceted understanding of value (as in value propositions, value creation and values) as well as a variety of strategic relationships (such as partnerships and mergers). See Annex 1 for further details. The course builds on topics in MMBA534 and aims to provide students with a solid base which can guide strategic organization.

## 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)

The textbook will be used for the first five sessions in the course. Further readings for this course will be posted on Blackboard and/or distributed in class before the start of the respective sessions.

## 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	Individual analysis and report 1	60%	In class Mon 7 September
2	Individual analysis and report 2	40%	By 5pm Friday 23 October
	<b>TOTAL</b>	<b>100%</b>	

### 1. Individual analysis and report 1

Due: Due at 5.30 pm in class on Monday 7 September

Marks: 60%

Length: 2000 words plus diagrams

### *Business model application*

Using Osterwalder and Pigneur's Business Model Canvas this assignment requires you to complete a business model analysis of an organisation with which you are familiar that covers perceptions of the current situation, including perceived strengths and weakness, as well as a further analysis selected from options that might include, for example, a competitor or future scenario. More details on this will be provided in class. You will be required to present a 10-minute summary of the report in class on 7 September.

(Addresses Learning Objectives 1, 2 & 5)

## **2. Individual Analysis and Report**

Due: 5pm Friday 23 October

Marks: 40%

Length: 3000 words

### *Analysing a merger's integration*

Report will focus on a recent merger/acquisition with the purpose of analysing its strategic motives and respective organizational considerations, and subsequently identifying the implications for implementation through effective management of the integration. Details of the full report will be handed out in class and posted on Blackboard.

(Addresses Learning Objectives 1, 3 & 4.)

### **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**

- **Hard copy of assignments** must be handed in as follows:
  - **Assignment 1 in class on the due date**
  - **Assignment 2** to School of Management **Administration in RH1022** (Level 10 Reception) where your assignment will have the time, date and signature noted on the front cover by the person receiving it. The Level 10 Reception is open from 8.30am until 5pm.
- Assignments received after the due time and date will be deemed to be **late** and need to be handed in at Level 10 reception.
- 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**

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**

Information on course-related matters will be announced in class and posted on **Blackboard** at <http://blackboard.vuw.ac.nz/>. You need to regularly check 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>Term Week</i>	<i>Session and Topic</i>		
One: July 13	<b>Session 1</b> Perspectives on strategic management; systems and visual thinking; business models as source of competitive advantage	Professor John Brocklesby	
Two: July 20	<b>Session 2</b> Basic applications of business model canvas; emergent models; environment analysis	Professor John Brocklesby	
Three: July 27	<b>Session 3</b> Creative, design aspects of business modelling	Professor John Brocklesby	
<i>Four: August 3</i>	<i>No session this week.</i>		
<i>Five: August 10</i>	<i>No session this week.</i>		
Six: August 17	<b>Session 4</b> Value proposition design	Professor John Brocklesby	
<b><i>Mid-Trimester Break</i></b>			
Seven: <b>September 7</b>	<b>Session 5</b> Class presentations <b>Assignment 1 due</b>	Professor John Brocklesby	
<i>Eight: September 14</i>	<i>No session this week.</i>		
Nine: September 21	<b>Session 6</b> Diversification, mergers and acquisitions	Dr. Sally Riad	
Ten: September 28	<b>Session 7</b> Value creation and values in M&As	Dr. Sally Riad	
Eleven: October 5	<b>Session 8</b> Effective merger integration	Dr. Sally Riad	
<i>Twelve: October 12</i>	<i>No session this week.</i>		
<b>Friday 23 October</b>	<b>Assignment 2 due</b>		

ANNEX B

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



School of Management

MMBA535 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.*

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: \_\_\_\_\_