

School of Management

MGMT417 ADVANCED STRATEGIC MANAGEMENT

Trimester 1, 2016

COURSE OUTLINE

Names and Contact Details

Dr Urs Daellenbach

Room: RH905, Rutherford House

Phone: 463 5732

Email: urs.daellenbach@vuw.ac.nz

Website: www.victoria.ac.nz/som

Administrator, Misa Ito

RH 1022, Rutherford House

463 5397

misa.ito@vuw.ac.nz

Prescription

An advanced level survey of strategic management issues arising from the interaction between an enterprise and its environment, the integration of key resources and functional areas across the enterprise, and the processes that shape the goals, strategy and competitive advantage of the enterprise. The course takes a broad perspective and familiarises participants with the advanced strategic management literature.

Course Content

This strategy course focuses on the longer term strategic management issues faced by organisations operating in complex and evolving environments. After introducing some key ideas and perspectives, the course will examine how strategic management processes, those that address acquiring/accessing/allocating/sharing/developing resources, differ across contexts. It will examine the range of decisions that are strategic to an organisation, as well as the factors that influence the evolution of strategy over time. The course is designed to provide an understanding how strategies can be articulated and managed through appropriate planning and control. It takes a broad perspective and familiarises participants with key literature on strategic management, building on previous studies of strategy in a way that will challenge participants to think critically about issues and assumptions that impact on an organisation's long-term strategic directions across multiple levels. The latter half of the course concentrates on contextual influences on strategizing and analyse them in a recent real world strategic initiative. At the end of the course, it is expected that the participants will have developed their own workable understandings of strategy that will allow them to bring a fresh perspective to strategy development in a changing world.

Course Learning Objectives

By the end of the course, students should be able to:

1. Appraise current thought on strategy and strategy making in the light of contemporary debates (All Assessments);
2. Engage in knowledgeable discussion on those topics (Assessment 1, 2b, 3);
3. Reflect critically on strategic management more broadly as well as the topics covered specifically (Assessments 1 & 3);
4. Effectively research and apply the theoretical perspectives covered (Assessment 2a & 2b, 3).

The assessment for the course is structured to develop and gauge students' understanding and knowledge of the topics, their ability to apply the frameworks/perspectives discussed and their ability to engage critically with issues in strategy.

Trimester Dates

Teaching Period: Monday 29th February – Friday 3rd June

Study Period: Monday 6th June – Thursday 9th June

Examination Period: Friday 10th June – Wednesday 29th June (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 11th March 2016.
2. The standard last date for withdrawal from this course is Friday 13th May 2016. 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 or [online](#).

Class Times and Room Numbers

Fridays 11:30 - 14:20 Railway West Wing RWW315

Course Delivery

The course is delivered through weekly three-hour sessions. These involve discussion of assigned readings and case studies on select topics in Strategic Management, and some lectures to summarise the material covered during each class. Students are expected to actively participate in discussion. Participants have as much to learn from each other as from the lecturer. Hence, effective preparation for each class session is a key expectation of all participants in an Honours course. For effective contribution you will need to read the materials and case study fully before the session and structure your thoughts on the various issues covered. You should also note questions that you have about the material and be prepared to raise these in class.

Readings

A readings list will be issued before the start of each section of this course. Links to most of the readings will be available on Blackboard (or Talis Aspire). A broader reading list will be distributed as well for some topics and this can be drawn on for the assignments associated that each section. In class, students are expected to have covered the readings for that session so that they can fully contribute to the discussion. As part of this general discussion, each student will at times be required to prepare a one-page summary/analysis for one of the readings and lead the class discussion of this.

Expected Workload

Students can expect the workload to be approximately 150 hours in total, comprising typically 8 hours per week including the scheduled contact time (3-hour seminar) and preparation work for the seminars. The remaining hours are associated with the preparation and completion of assignments, a presentation and final examination. This will require more intensive effort in the weeks preceding completion of these assessments. See [schedule at end of outline](#).

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	Strategy Essay	20%	4:00pm Thu. 7 April 2016
2	Strategy Making Assignment		
2a	- Strategy / Process case presentation	10%	In class, on either 6, 13 or 20 May 2016
2b	- Strategy Making analysis / report	30%	4:00pm Thu. 26 May 2016
3	Final examination	40%	during examination period 13 June-29 June 2016
	TOTAL	100%	

All assignments should be submitted to the School of Management reception on Level 10 of Rutherford House. Assignments received after the due time will be deemed to be late. The reception is open 8.30am-5pm Monday to Friday.

1. Strategy Essay

Date: by 4:00pm Thursday 7 April 2016

Marks: 20

During the first section of the course, you will be required to write a short essay that defines and describes the strategy concept as you understand it. Similarities with, and differences from, the existing definitions in the literature should be clearly indicated. The essay should also describe what is considered to be part of strategy/strategic management and what is not and why. In doing this, it may be useful to link strategy to other key aspects of the strategic management process. On 1 April 2016, each student will be asked to provide a short informal presentation, of 4-6 minutes, on the key aspects of 'your' concept of strategy.

Length guide for essay: 3000 words (see note below on word limits).

2a. Case Presentation

Marks: 10

Time: In class (9:30-12:20) on either Friday 6, 13 or 20 May 2016

Your presentation should outline the key features of the organisational context (startups: entrepreneurial or intrapreneurial, family business, or not-for-profits) that affected the strategy and strategy making processes utilised in your case study. Some background to the organisation will need to be provided as well as key aspects of the situation being faced. You should develop your analysis based on secondary source material – no primary data collection is needed. You should conclude with some consideration of why this strategy and processes were utilised. Feedback will be given in the form of questions and a summary e-mail following the presentation.

-additional details on the assessment criteria will be handed out in class. Please choose your case study organisation early on in the trimester.

Length: 15 minutes followed by questions and discussion

2b. Analysis and Report

Due: 4:00pm Thursday 26 May 2016

Marks: 30

Analysing strategy making in a particular context

Following on from your presentation of the case organisation, identify the key issues the organisation

faces. How are these strategic issues being handled? By drawing on the academic literature associated with your focal organisational context, your report should analyse the relevant features of the context, the alternative processes and practices that might have been taken, and why the chosen approach was used. Arguments with supporting justification should also be presented for your advocated approach in this context.

-additional details on the assessment criteria will be handed out in class

Length guide for case and report combined: 4000 words (see note below on word limits).

3. Final examination

Marks: 40

The closed-book 2-hour exam during the exam period will comprise of two essay questions. Topics and format details will be handed out in class in Session 11.

If you cannot complete an assignment or sit a test or examination, refer to

www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

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 10th June – Wednesday 29th June (inclusive)

Penalties

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. The penalty is 10% of the marks available 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 25 and then two days late means 5 marks will be deducted. Saturdays, Sundays and public holidays will be included when counting the number of days late.
- (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 the waiver of penalties. Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances.
- (iii) Students who are unable to meet the assessment due dates should make a written application for an extension to the due date or for waiver of a penalty to the Course Coordinator. All such applications must be made as soon as practicable, preferably before the due date, 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. In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that preclude an application in advance, students should make contact with the Course Coordinator as soon as possible. In such circumstances, this can be applied for retrospectively.
- (iv) Word limits provide a clear signal on the expected length of a written assignment. Failing to incorporate that into your submission by exceeding the specified word count leads to potential inequities relative to students who cut words and ideas back to match the limit. Thus, there is no acceptable tolerance above the limit. However, having you spend extra time to reduce your assignment by 50 or 79 words seems like a waste of your time and a waste of mine if I was to police it. So, please stick within the 'spirit' of the guidance on

word limits or accept that the latter parts of your assignment will not be assessed and so not count towards your assignment grade.

Group Work

There is no assessed group work in the course but students may benefit from discussing their ideas on readings and coursework with other members of the class prior to seminar times. Final written submissions must, though, be completed individually.

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>. Electronic submission of assignments via Blackboard will be communicated to students. 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.

Materials and Equipment

No material or equipment beyond computer access and printing are required for the course. The exam is closed book.

Student feedback

I have taught MGMT417 on many occasions. In 2015, I re-designed large sections of the course and so much of the assessment and the examination may differ from previous years. Students have typically found the course useful in that it covers aspects of strategic making processes that are not covered extensively in the undergraduate programme. Feedback from 2015 suggested that developing and researching the case studies was challenging but also stimulating and rewarding.

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php.

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 **the Blackboard** website at <http://blackboard.vuw.ac.nz/>. Students need to regularly check Blackboard for messages, announcements as well as to gain access to readings.

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.

ANNEX A

Session Schedule

<i>Week / Key Date</i>	<i>Topic</i>
One: March 4	Course Introduction Concept of Strategy
Two: March 11	Concept of Strategy (cont.) Case study: DELTEC
Three: March 18	Strategic Planning Case: Strategic Planning at Oldelft
Mid-trimester Break 1 (March 24-March 30)	
Four: April 1	Mission, Strategic Intent and Vision Strategy Essay presentations: about 5 minutes per class member
Five: April 7	Strategy Essay due
April 8	Resource Allocation Processes
Six: April 15	Strategic Control
Seven: April 22	Strategy Making / Issues across different contexts: Corporate Strategy, Diversification and Performance Assessment
Mid-trimester Break 2 (April 23-May 1)	
Eight: May 6	Strategy Making / Issues across different contexts: Entrepreneurial Startups
Nine: May 13	Strategy Making / Issues across different contexts: Family Businesses
Ten: May 20	Strategy Making / Issues across different contexts: Not-for-Profits
Eleven: May 26	Analysis / report on case organisation due
May 27	Strategy Making / Issues across different contexts: Strategic Alliances
Twelve: June 3	Course and Exam review