

School of Management

MMBA534 STRATEGIC MANAGEMENT

Trimester 1, 2016

COURSE OUTLINE

Names and Contact details

COURSE COORDINATOR

Professor Stephen Cummings

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Website: www.victoria.ac.nz/som

MBA ADMINISTRATOR

Nicky McInnes

Senior Administrator – Post-experience Programmes

School of Management

Ph: (04) 463 5367

Location: Room 1004, Level 10, Rutherford House

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

Lecture Room: GBLT2

Day: Thursday

Time: 7.40 – 9.30pm

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 Learning Objectives

MMBA534 has four learning objectives. The achievement of these will be evaluated through the course assessments: assignments and the final exam. By the end of this course, students should be able to:

1. Explain and think critically and creatively about strategy frameworks.
This will be assessed in tutorial participation and the final exam.
2. Describe and effectively communicate strategic analysis, alternatives and recommendations.
This will be assessed in the individual assignment and in the final exam.
3. Apply a global and multicultural perspective of strategy.
This may be assessed in the individual assignment and will be assessed in the final exam.
4. Lead discussions on strategic developments.
This will be assessed in tutorial participation and in the final exam.

Course Content

MMBA534 provides participants with a working understanding of classic frameworks in strategic management along with some of the latest thinking in this area. It examines contemporary issues in strategic management both globally and in New Zealand. Skills will be developed by using frameworks and ideas to analyze real-world business cases from Asia, Oceania, Europe, Africa and the Americas.

At the end of the course, participants will have, and be able to apply, a toolkit that will enable them to approach and structure business scenarios and develop clear strategies for the organizations they work with and for. The focus will be on designing strategy and developing participants' ability to effectively communicate those strategies and involving others in this design and communication process.

Readings

The course textbooks are:

The Strategy Pathfinder: Live Cases and Core Concepts (2nd Edition). D. Angwin, S. Cummings, & C. Smith (2011) Wiley (ISBN: 978-0-470-68946-2)

www.wiley.com/go/strategypathfinder

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

These books can be purchased together in a discounted 'bundle' from VicBooks.

It is essential that all students have access to copies of these books and bring the appropriate readings to each lecture and tutorial (see course programme at the end of this outline for details).

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50 or better, students must ...

- a. Submit both assignments within the allowable timeframe
- b. Obtain at least 40 per cent (i.e., 20 marks out of 50) of the final examination marks available.

Note: Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including sitting the final examination.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Programme Manager for advice as soon as possible.

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

Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 24 hours of classes, approximately eight or nine hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 25 hours revising during the mid-trimester break and study week.

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%). Examination dates for trimester one: 10th June – 29th June (inclusive). **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 examination is worth 50% of the total marks available for this course. It is closed book 3-hour examination. You will be asked to answer questions about a case study or case studies that will require you to draw on different frameworks covered in the course. All text book chapters covered during the course are examinable.

Assessment	Title	Weight	Date
1	Group Assignment	15%	April 14
2	Individual Assignment	35%	May 26
3	Final Examination	50%	10 June – 29 June
	TOTAL	100%	

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.

(iii) 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.

(iv) 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.

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.

Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. **Please do not work together to formulate a response and do not loan out your completed assignments.** You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

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)

Materials and Equipment

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

Student feedback

Feedback for MMBA534 has generally been very positive over the past two years. However, based on feedback from last year's cohort greater use will be made of the Blackboard portal for uploading lecture slides and other materials.

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 at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Additional course information will also be conveyed to students through lectures and tutorials so please check BB often and go to all tutorials and lectures.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg
MGMT300_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

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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MMBA534 Assignment Cover Sheet

Name/s:

Student ID/s:

Word Count: _____

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: _____

ANNEX B

MMBA534, 2016 Assignment Marking Sheet:

Student name:

Student number:

Tutor/Tutorial:

Case:

<p>#A Clearly identifies key strategic management issues</p> <p><i>Critical thinking</i></p>	<p>← →</p> <p>Excellent Poor</p>	Does not relate to strategic management issues
<p>#B Appropriate frameworks to analyze case selected</p> <p><i>Critical thinking</i></p>	<p>← →</p> <p>Excellent Poor</p>	Frameworks not identified or the frameworks chosen are not appropriate to case
<p>#C Demonstrates critical and creative thinking in answering case questions and using the chosen frameworks</p> <p><i>Creative thinking and critical thinking</i></p>	<p>← →</p> <p>Excellent Poor</p>	Application reveals a lack of critical and creative thinking
<p>#D Answer is structured coherently</p> <p><i>Communication</i></p>	<p>← →</p> <p>Excellent Poor</p>	Answer lacks a coherent structure and is hard to follow
<p>#E Word limit adhered to</p> <p><i>Communication</i></p>	<p>← →</p> <p>Excellent Poor</p>	Too long
<p>#F Recommendations and/or Key findings could be used to lead strategic change</p> <p><i>Leadership</i></p>	<p>← →</p> <p>Excellent Poor</p>	Recommendations and/or findings are confused and unclear

NB. These criteria are not necessarily equally weighted. Final marks are not derived mechanically.

Comments:

MMBA534 COURSE PROGRAMME 2016

Topic	Frameworks	Readings
<u>Week 1. March 3</u> Introduction	1. SWOT	Strategy Builder: Pgs. 2-35; 198-203
<u>Week 2. March 10</u> Enviro. Ecology 1 (BMX Case)	2. ESTEMPLE	Strategy Builder: Pgs. 37-43 Strategy Pathfinder: Chapter 1; pgs. 99-100
<u>Week 3. March 17</u> Enviro. Ecology 2 (BMX Case)	3. Industry Life Cycle 4. PI Matrix	Strategy Builder: Pgs. 62-67; 44-49 Strategy Pathfinder: Chapter 2; pgs. 175-76
<u>Week 4. March 24</u> Enviro. Ecology 3 (BMX Case)	5. Porter Diamond 6. 5-Forces of Industry	Strategy Builder: Pgs. 50-61 Strategy Pathfinder: Chapter 3

Easter Break

<u>Week 5. March 31</u> Comp Positioning (Skil Saws Case – will be provided in class)	7. Value Chain 8. GSM	Strategy Builder: Pgs. 71-95 Strategy Pathfinder: Pgs: 126-28; Chapter 5
<u>Week 6. April 14</u> Comp Positioning (easyGroup Case)	9. Diff Adv. Categories 10. Blue Ocean Strat	Strategy Builder: Pgs. 71-95 Strategy Pathfinder: Pgs: 126-28; Chapter 5
<u>Week 7. April 21</u> Resources & Capabilities (easyGroup Case)	11. VRIO 12. RSI Matrix 13. Dynamic capabs.	Strategy Builder: Pgs. 105-123 Strategy Pathfinder: Chapters 6 & 7

Mid-term Break

<u>Week 8. May 5</u> Strategic Growth Ops. (easyGroup Case)	14. 7-Ss 15. Confrontation Mat.	Strategy Builder: Pgs. 130-145
<u>Week 9. May 12</u> Strategic Change (Pringle Case + Dior case provided in class)	16. Next Practice Mat. 17. Kotter's 8-steps	Strategy Builder: Pgs. 164-169 Strategy Pathfinder: Chapter 9
<u>Week 10. May 19</u> Vision & Objectives (Case TBA) Guest Speakers/IMC Prize discussion TBA	18. Vision Chain 19. Triple Bottom Line 20. Balanced Scorecard	Strategy Builder: Pgs. 173-191 Strategy Pathfinder: Chapter 10
<u>Week 11. May 26</u> Course Review (Little Chef Case)		Strategy Pathfinder: Pgs. 297-299
<u>Week 12. June 2</u> Exam Preparation		Strategy Builder: Pgs. 209-238