

School of Management

MGMT 205 STRATEGIC MANAGEMENT

Trimester 2, 2016

COURSE OUTLINE

Prescription

This course provides participants with a working understanding of classic frameworks in strategic management and introduces a selection of new thinking in this area.

Course Learning Objectives

MGMT 205 has four learning objectives. The achievement of these will be evaluated through the course assessments: tutorials, assignment and the final exam. By the end of this course, students should be able to:

1. Draw on strategic management frameworks to explain and think critically and creatively about strategy in organisations
This will be assessed in tutorial participation, the assignment and the final exam.
2. Undertake and effectively communicate strategic analysis, alternatives and recommendations
This will be assessed in tutorial participation, the assignment and the final exam.
3. Engage with global and multicultural perspectives of strategy
This will be assessed in tutorial participation, the assignment and the final exam.
4. Contribute to, and lead, discussions on strategic developments
This will be assessed in tutorial participation.

Course Content

MGMT205 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. Skills will be developed by using frameworks and ideas to analyse real-world business cases. The course enables participants to become capable of applying a set of tools that enables them to approach and structure business strategies and to develop clear directions for the organizations with which they work. The focus will be on developing participants' ability to design and effectively communicate strategy. Refer to Annex 1 for further detail.

Trimester Dates

Teaching Period:	Monday 11 th July – Friday 14 th October
Study Period:	Monday 17 th October – Thursday 20 th October
Examination Period:	Friday 21 st October – Saturday 12 th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 22nd July 2016.
2. The standard last date for withdrawal from this course is Friday 23rd September 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](#).

Names and Contact Details

Course Coordinator

Dr Sally Riad

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Class Times and Room Numbers

Lecture Room: GB LT1

Day: Mondays

Time: 12.40pm – 2.30pm

Course Delivery

The course is delivered through lectures and tutorials. Students are expected to attend and participate in these sessions. Attendance at tutorials is part of the mandatory course requirements (see later) and participation during tutorials is assessed (see Assessment).

Readings

The *required* textbook for this course is:

Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regner, P. (2014) *Exploring Strategy*. 10th Edition, Harlow, UK: Pearson.

Students will need this book across all lectures and have to bring its respective case to each tutorial (see Annex 1 for details).

Mandatory course requirements

In addition to achieving an overall pass mark of at least 50%, students must:

- a. Attend a minimum of 5 out of the 7 tutorial sessions so that they will have the opportunity to participate in debates on the theory and practice of strategic management (i.e. only 2 sessions may be missed without documented support). Tutorials are in weeks 3, 4, 5, 8, 9, 10 & 11.
- b. Obtain at least 40 per cent of marks available for the final examination in order to demonstrate the achievement of all three course learning objectives independently of any external assistance.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator 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 31 hours of classes, approximately nine hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 20 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>.

	Title	Weight	Date
1	Individual Assignment	40%	Monday 15 August by 10am (RWW L1 Box 27)
2	Tutorial Participation	10%	Throughout the course (see Annex A & B)
3	Final Examination	50%	On or between 21 October to 12 November
	TOTAL	100%	

1. Individual assignment – Case analysis

Due: Monday 15 August by 10am

Marks: 40%

Length: 2500 words

Details of the Individual Assignment will be posted on Blackboard and discussed in class. You will be provided with the case(s) for this assignment. Each student should prepare a written answer of what they consider to be the key issues in response to the questions posed for the case(s).

Assignments will be marked according to assessment criteria expressed in the marking sheet (that will be posted on Blackboard).

The Individual Assignment addresses the first three Course Learning Objectives.

Please read the sections below on *handing in assignments, penalties and remarking*.

Also please read the information on plagiarism available through the link on p. 6 and the information on the use of *Turnitin*. Note that 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 prior to their submission for assessment.*

2. Tutorial participation (10%)

The cases for the tutorials and respective questions are in the course textbook.

Refer to Annex A for details.

Guidelines for tutorial participation are outlined in Annex B.

Assessment of tutorial participation addresses all four Course Learning Objectives.

3. Examination

The examination is closed book and is 3 hours. It is worth 50% of the total marks available for this course. The exam is based on a case study (or case studies) and essay questions that will require you

to draw on different theories and frameworks covered in the course. It addresses all three learning objectives for this course. All textbook chapters covered during the course are examinable.

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 21st October – Saturday 12th November (inclusive)

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. You can also access the information from the online VUW library site.

Handing in Assignments

Assignments should be placed, in hard copy form, in the **MGMT 205 box no. 27** on the first floor of Railway West Wing by the due time on the due date.

All assignments must include an Assignment Cover Sheet (see Annex C) stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

Students must:

- keep an electronic copy of their work archived in case the original assignment goes missing
- keep the marked hard copy of their assignment after it is returned to them until the grades are finalized at the end of the course

Failure to do so could jeopardise claims to your work and/or its grade in the rare cases where your work goes astray.

Late assignments are to be handed in at **Level 10 Reception, RH 1022**, during Reception Desk hours, **9am till 5pm Monday to Friday during term time**. An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and signed by** the Administrator for the course or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays.

Penalties – for Lateness

- (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 (marks available means what the assignment is worth i.e. 20% or 20 marks)** 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 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Closed University days, Saturdays, Sundays and public holidays** will be included when counting the number of days late. An assignment late day begins from the time the assignment is due. Assignments received **more than 7 days after the due date** will not be accepted.

- (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 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 **Undergraduate Programme**, providing documentary evidence of the reasons of their circumstances.
- (iv) All such applications must be made **before** the deadline 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. This can be applied retrospectively.
- (iii) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Undergraduate Programme Manager** as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (iv) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

Marking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments.

For marks: If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken.

For grades: If the grade differs by one grade then the highest grade is taken. If the grade differs by more than one grade then the assignment is marked by a third marker and the average grade is taken. Experience from previous years is that almost all remarks are within 10% or one grade.

Occasionally there is a significant shift in the mark or grade. Application for remarks must be made within 14 days after the assignments or marks are made available.

To apply for a remark, complete the request for re-examination of assessed work form (available on Blackboard) stating which sections (criteria listed in the mark sheet) you wish re-examined. You must provide academic reasons on why you think the mark does not, in your view, fairly reflect the quality of your work. Your assignment will only be reconsidered on the points you raised.

Complete remarks will not be undertaken. Hand this with your assignment into the following place:

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow a minimum of 5 days for remarks to be completed.

Group Work

While the course has had a tradition of 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.**

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.

Materials and Equipment

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

Student feedback

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>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

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.



MGMT205 Strategic Management

Annex A: Content Outline for Lectures and Tutorials

Week	Lecture	Mondays	Textbook Reading	Tutorials
1	11 July	Introducing Strategic Management	Chapter 1	
2	18 July	Strategic Purpose	Chapter 4	
3	25 July	The Environment	Chapter 2	Tutorial 1 – Case: p. 64-66 <i>Global forces and the advertising industry</i>
4	1 August	Strategic Capabilities	Chapter 3	Tutorial 2 – Case: p. 102-105 <i>Rocket Internet – Will the copycat be imitated?</i>
5	8 August	Business Strategy	Chapter 6	Tutorial 3 – Case: p. 220-223 <i>The IKEA approach</i>
6	15 August	Individual Assignment Due by 10am		
	15 August	Corporate Strategy and Diversification	Chapter 7	<i>No tutorials</i>
	BREAK	Two weeks: 22 August to 4 September		

Week	Lecture	Mondays	Textbook Reading	Tutorial
7	5 September	International Strategy	Chapter 8	<i>No tutorials</i>
8	12 September	Mergers, Acquisitions and Alliances	Chapter 10	Tutorial 4 – Case: p. 357-359 <i>'Final Fantasy?' Acquisitions and alliances in electronic games</i>
9	19 September	Strategy Development Processes	Chapter 12	Tutorial 5 – Case: p. 429-431 <i>Google: Who drives strategy?</i>
10	26 September	Organizing for Success	Chapter 13	Tutorial 6 – Case: p. 461-463 <i>One Sony?</i>
11	3 October	The Practice of Strategy	Chapter 15	Tutorial 7 – Case: p. 529-532 <i>Setting Wychavon's new strategy</i>
12	10 October	Revision		<i>No tutorials</i>

Tutorial Guidelines

General information

Worth: 10% of final grade
Weeks: 3, 4, 5, 8, 9, 10, 11

Each tutorial is based on a discussion of a case study that relates to the week's lecture content. The cases for the tutorials and respective questions are in the course textbook. Refer to Annex A of the Course Outline for details. You need to attend a minimum of 5 out of the 7 tutorial sessions (only 2 sessions may be missed without documented support).

Goals

The tutorials are designed to address the learning objectives for this course. Accordingly, in light of the lecture topic and case for that week, students are expected to:

- Use strategic management frameworks to explain and think critically and creatively about strategy in organisations.
- Undertake and effectively communicate strategic analysis, alternatives and recommendations.
- Engage with global and multicultural perspectives of strategy.
- Use all of the above to contribute to tutorial discussions on strategic management.

Tutorials both support learning throughout this course as well as contribute to assessment of learning (10%). Assessment is gauged through participation in tutorial discussions (see below).

Preparing for your tutorials

- Attend the lectures and read the respective textbook sections covered.
- Read the case for that week.
- Prepare your answers to the questions posed at the end of each case.
- Think beyond the questions to see if you have other comments or questions on the case based on the topic covered that week.

Discussing your ideas during the tutorials

- Be prepared (as above).
- Arrive on time; tutorials run to a tight time schedule, so timeliness is crucial.
- Discuss your ideas with the rest of the class within the parameters set by the tutor for that session.
- Tutors ensure that each student has the time and opportunity to discuss their ideas in class; if you feel that you require more support in this regard, please discuss this with your tutor.
- Support others in the tutorial by ensuring that you allow them as much time and attention as you would expect for yourself.

Feedback on your performance

Tutors will provide you with mid-term short feedback on your performance. This should affirm your sense of your performance to date or it can serve as a wake-up call that you need to put more effort into your tutorial contribution.

Assessment

The mark you receive for performance in tutorials is a participation mark, not an attendance mark. It will depend on the quality of the contribution to class discussion as it pertains to the Course Learning Objectives. MGMT 205 tutors will assess tutorial participation using the following guide.

<i>Participation</i>	<i>Mark range</i>
No or minimal contribution to class discussion.	0-2
Sporadic contributions to class/group discussion that make little reference to the course reading or case study.	3-4
Some contributions to class discussion; comments demonstrate general understanding of the case but make little reference to the course readings.	5-6
Consistent contributions which demonstrate very good understanding of the case and that make reference to the course readings. Comments demonstrate good interweaving of theory and practice.	7-8
Consistent contributions which demonstrate excellent understanding of the case and makes significant reference to the course readings and beyond. Comments demonstrate excellent interweaving of theory and practice.	9-10

School of Management

MGMT 205 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

Tutor's Name: _____ Tutorial Number: _____

Tutorial Day: _____ Tutorial Time: _____

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: _____