

School of Management

MGMT 418
CURRENT TOPICS IN STRATEGIC MANAGEMENT

Trimester 2, 2016

COURSE OUTLINE

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 light of contemporary debates
This will be gauged through all four Assessments
2. Engage in knowledgeable discussion on those topics
This will be gauged through Assessment 1
3. Apply theories and frameworks to analyse organizational examples relating to the topics
This will be gauged through Assessments 1 & 3
4. Reflect critically on strategic management, more broadly, and the topics covered, specifically
This will be gauged through Assessments 1, 2 & 4

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.

Trimester Dates

From Monday 11th July to Friday 28 October.

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 and Lecturer

Dr Sally Riad

Room: RH910, Rutherford House

Phone: 463 5079

Email: sally.riad@vuw.ac.nz

Administrator

Misa Ito

Room: RH1022, Rutherford House

Phone: 463 5397

Email: misa.ito@vuw.ac.nz

Class Times and Room Numbers

Lectures: Thursdays 10.30-1.20pm 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 lectures that offer an overview of the material covered in each class. Students are expected to actively participate in discussion.

Readings

The readings for this course will be posted on Blackboard before the start of each topic.

Mandatory course requirements

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

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

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 12 August |
| 3 | Individual analysis and report | 40% | 11am Mon 26 September |
| 4 | Individual essay | 25% | 11am Friday 28 October |
| | TOTAL | 100% | |

1. Contribution to class discussion

Date: Weekly

Marks: 10%

Course Sessions both support your learning and contribute to assessment of your learning through your participation in class discussion. Participants have much to learn from each other and constructive engagement in knowledgeable discussion is also core to effective management practice. To contribute effectively to class discussions, you will need to read the materials before the session and structure your thoughts on the various issues they raise. As part of general class 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 insights offered as pertains to the Course Learning Objectives.

(Addresses all Learning Objectives.)

2. Individual Essay

Due: 11am Friday 12 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 Monday 26 September

Marks: 40%

Length: 3000 words

Analysing a merger's integration

Following the conventions of business writing, you will submit a report that focuses 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 28 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

- By the due time on the due date, assignments must be **emailed** to the Course Coordinator **as well as** placed, in **hard copy** form, in the **MGMT 418 box no. 14** on the first floor of Railway West Wing.
- 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 keep an **electronic copy** of their work archived **and 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 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.

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.

Student feedback

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

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.

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 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: | August 12 Friday | Assignment 1 is due by 11am |
| Six: | August 18 | Topic 2: Merger and acquisition management |
| Mid-Trimester Break | | |
| 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 |
| | September 26 Monday | Assignment 2 is due by 11am |
| 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 |
| | October 28 Friday | Assignment 3 is due by 11am |

ANNEX B

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



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: _____