

Victoria Business School
School of Management

MMBA 535

ADVANCED STRATEGIC MANAGEMENT

Trimester 2, 2016

COURSE OUTLINE

Instructor Contact Details

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Trimester Dates

Teaching Period: Monday 25th July – Friday 14th October

Teaching Dates: Mon 25th July, Mon 1st August, Mon 8th August, Mon 15th August, Tues 13th September, Tues 20th September, Tues 27th September, Mon 10th 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** (*for courses running over the whole trimester, otherwise the Friday after the three-quarter point between the start and end dates*). 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

Timing: 5.40pm to 8.30pm
Day: Monday
Venue: RHG24, Ground Floor, Rutherford House

Expected Workload

150 hours of work will be required to complete the course. Twenty-four hours will be spent attending class sessions, with the balance spread throughout the duration of the course.

Prescription

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

Course Learning Objectives

By the end of this course participants will be able to:

1. Develop and enhance their understanding of strategic management as a systemic process.
2. Effectively use drawings, visualisation techniques, and systemic models in organizational analysis, business modelling, and strategic decision making
3. Be able to work with complex relationships, interdependencies, and dynamic processes, rather than simplistic 'cause-effect' thinking.
4. Consider some of the key theoretical perspectives from systems theory, military theory, game theory, and evolutionary biology that are relevant to understanding the underlying forces that drive the strategic direction of organisations irrespective of the plans of strategists
5. Initiate and contribute to strategic debate about contemporary organisations

Course Content

Broadly speaking, strategic management involves making decisions about an organisation's objectives and formulating and implementing plans regarding the positioning of the organisation, the allocation of resources, its structuring and performance. In an attempt to familiarize course participants with the various issues that need to be considered in such decision making, MMBA 534 (Strategic Management) has provided course participants with a working understanding of classic strategic management frameworks such as the Balanced Scorecard, SWOT Analysis, Value Chain Analysis, Industry Life Cycles etc. Building upon this, MMBA 535 switches the primary focus from the analytical capabilities that are required to develop strategy towards the practical development and implementation of strategy. Competent and appropriate analysis is extremely important; however managing strategically involves dealing with complex business, organisational and human processes. As such there are limits to rational-analytic processes and there are many reasons why otherwise competent strategic analysis fails to meet expectations. Such failures can have a major impact on the viability of the organisation. There might, for example, be a failure to locate strategy within an understanding of the actions and manoeuvres of competitors, and/or evolutionary processes that drive the strategic direction of organisations irrespective of the plans of strategists. There might be a failure to develop a sustainable holistic business model including one that integrates disparate organisational capabilities and resources. There might be relationship failures in networking and/or in obtaining internal participation and commitment. Strategic thinking might be insufficiently creative in reviewing existing patterns of thought and ways of doing things, or vigilant in assessing the likely effects, wider ramifications and unintended consequences of plans. MMBA 535 seeks to address these kinds of issues.

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)

Since this course seeks to build upon knowledge that has already been developed across the various sub-disciplines that are covered on the MBA, and since the paper has a largely practical focus, there is no extensive reading list that is provided in advance of the class sessions. However, further material will be provided from time to time.

Assessment

The Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

Individual Assignment (due 26 th Aug)	40%
Group Assignment (due 14 th Oct)	30%
Class Participation	10%
Class Test (10th Oct)	20%

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

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

Penalties

Late assignments will incur a 5% penalty per 24 hours on the assigned mark. Assignments more than two weeks late cannot be accepted.

Student feedback

Feedback for MMBA 535 has generally been very positive over the last two years. In 2014 some of the content was deemed to be overly abstract. The response to this has been to spend more time explaining why the ability to think in abstract terms is an important competence for senior managers to develop.

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.

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.
