



**BUSMGT 717: Strategic Management (15 POINTS)**  
**Quarter 2 2017 (1174)**

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**Course Prescription**

Advanced analysis of corporate and competitive strategy with a focus on innovation, diversification and strategic change. Uses a case-based approach to evaluate the strengths and limitations of different perspectives for creating an appropriate strategy.

**Programme and Course Advice**

*Prerequisite:* 60 points from BUSMGT 711-714 with at least a B- average

**Goals of the Course**

The goals of the course are for students to be able to:

- Explore the theoretical fundamentals and practices of key elements of corporate and business strategies and their alignment with the business model;
- Provide a sound analytical framework for making decisions on corporate-level strategy and the business model, including the into account an organisation's scope and synergies among business units;
- Evaluate the impact of external factors on industries and organisations, taking in to account the potential for disruption to processes and practices within organisations; and;
- Explore the nature of critical issues relating to making strategic decisions under uncertainty.

This course prepares students for employment by giving them the skills to view organisations' and business units' strategies in contrasting contexts, apply a range of tools and developing a critical perspective. Through this course students will gain skills in thinking, analysing and interpreting, modelling, evidence based decision making and planning. They will acquire the fundamental knowledge that a manager needs in order to contribute to strategic thinking in national and global business environments. The themes of sustainability, productivity, innovation, value creation and internationalisation will be explored through this course which will enhance students' employability.

**Learning Outcomes**

By the end of this course it is expected that the student will be able to:

1. differentiate between corporate-level, business-level, functional-level, and network-level strategies, and demonstrate their application in a specific context;
2. identify and critically assess various strategy and business model opportunities and evaluate potential risks and consequences;

3. critically apply decision-support tools, strategic models and frameworks to assess and respond to changes in the internal and external environments;
4. critically analyse the structural relationship of key functional areas of the organisation (e.g., operations and finance), and impact upon strategic processes (e.g., discontinuous innovation and the co-creation and delivery of value).

## **Content Outline**

Week 1	Course Introduction: What is strategy?
Week 2	Strategy formation' and 'strategic change'
Week 3	Business Level strategy
Week 4	Corporate level strategy
Week 5	Network level strategy
Week 6	The industry context
Week 7	The Organisational context
Week 8	The international context
Week 9	Organisational purpose
Week 10	Course synthesis

## **Learning and Teaching**

The class will meet for 5.5 hours each week. Class time will be used for a combination of lectures, tutorials and TBLs, which will include applied discussions of case studies, current events in strategy and guest speakers from industry. In addition to attending classes, students should be prepared to spend about another ten hours per week on activities related to this course. These activities include carrying out the required readings, keeping up with the business press re current issues of relevance to this course, and preparing for assignments, tests and the final individual project.

## **Teaching Staff**

Dr Bridgette Sullivan-Taylor

Bill Ross (Tutor)

Adjunct Professor Chye Heng (Advisor)

## **Learning Resources**

De Wit, and Meyer (2014). *Strategy Synthesis: Resolving strategy paradoxes to create competitive advantage (concise version)*. New York, NY: McGraw-Hill Irwin.

All other course readings are available via the Reading Lists page of this course website.

### Assessment

1 Company Strategy Portfolio draft	10%
2 Company Strategy Portfolio	45%
3 TBL activities (3)	15%
4 Letter to the board	10%
5 Final test	20%
TOTAL	100%

The broad relationship between these assessments and the course learning outcomes is as follows:

#### Learning Outcome Individual project Final test TBL activities

1	x	x	x
2	x	x	x
3	x	x	
4		x	x

### Inclusive Learning

Students are urged to privately discuss any impairment-related requirements in person and/or in written form with the course convenor/lecturer and/or tutor.

### Student Feedback

We regularly seek feedback from students in order to shape and improve this and all courses on the programme. Students will be asked to complete formative fast feedback early in the quarter, and course and teaching evaluations at the end of the course. In addition, each course will seek volunteers to serve as class reps.

### Cheating and Plagiarism

The University of Auckland regards cheating as a serious academic offence.

Plagiarism is a form of cheating. In coursework assignments submitted for marking, plagiarism can occur if you use the work and ideas of others without explicit acknowledgment. Work can be plagiarised from many sources, including books, journal articles, the internet, and other students' assignments. A student's assessed work may be reviewed against electronic source material using computerised detection mechanisms. Upon reasonable request, students may be required to provide an electronic version of their work for computerised review.

The way of avoiding plagiarism is to reference your work properly. If you are in doubt about how to reference properly, ask someone – your lecturers, tutors and the Student Learning Centre are good places to start. Please refer to the following website for further information about academic referencing: [www.cite.auckland.ac.nz/](http://www.cite.auckland.ac.nz/)

The document *Guidelines: Conduct of Coursework* provides further advice on how to avoid plagiarism. It can be found at: [www.business.auckland.ac.nz/conductcoursework](http://www.business.auckland.ac.nz/conductcoursework)

The penalties for plagiarism can be severe, including losing some or all of the marks for the assignment. Major offences can be sent to the University's Discipline Committee, where further penalties can be imposed.

### **Third Party Assistance with Coursework**

While you are encouraged to improve your coursework writing skills and are permitted to seek assistance from third parties, you are advised that there are important limits on the amount and type of assistance that can be given to you in completing your assignments, including group work. Third parties include fellow students, reading groups, friends, parents, SLC tutors, and paid-for professional editing services.

There is a set of guidelines which clearly indicates the type of advice and assistance that can be given. If you are seeking the assistance of any third party you are required to give a copy of the guidelines to the person prior to them helping or assisting you.

You are also required to only seek and accept help using a printed version of your work, not an electronic version. You must keep a copy of this printed version and produce it if required.

A copy of the guidelines is available

at: [www.business.auckland.ac.nz/thirdpartyassistance](http://www.business.auckland.ac.nz/thirdpartyassistance)

### **Help with Academic Referencing**

Acknowledgement of sources is an important aspect of academic writing. The University's Referen@ite website [www.cite.auckland.ac.nz](http://www.cite.auckland.ac.nz) provides students with a one-stop online resource for academic referencing needs. Referen@ite explains the essentials of referencing and how to avoid plagiarism. It also includes practical tools to help students reference correctly, use references effectively in writing, and gives fast access to some major reference formats with examples.

### **Assignment Submission**

All assignments for this course should be submitted through the Assignments section of these course webpages, after going through the standard review process. This process is as follows:

1. assignment draft is run through Grammarly
2. Grammarly report and assignment draft are submitted to the assignment draft point for language, grammar and structure review and feedback by the Business Communication team, and for originality checking. This draft point will close no later than 24 hours before the assignment submission deadline
3. final assignment, which incorporates the Business Communication team feedback on language and originality, is submitted to the final submission point

The draft and final submission points can be found in the Assignments section of these webpages.

### **In the event of an unexpected disruption**

We undertake to maintain the continuity and standard of teaching and learning in all your courses throughout the year. If there are unexpected disruptions, the University has contingency plans to ensure that access to your course continues and your assessment is fair, and not compromised. Some adjustments may need to be made in emergencies. In the event of a disruption, the University and your course coordinators will make every effort to provide you with up to date information via Canvas and the University website.

### **Late Submissions and Special Consideration**

For any queries about the programme policies around the late submission of assignments, or for special consideration or aegrotat processes, please contact the Programme Manager.

