



The University of Auckland Business School

Course Outline 2007

MANAGEMENT 707: BUSINESS RESEARCH: STRATEGIC MANAGEMENT (30 POINTS)

Course Prescription

Supervised empirical research involves an organizational assessment. A written research project will document an analysis of the student's organization, based on a multi-disciplinary framework, and will draw appropriate conclusions and recommendations.

Goals of the Course

The Strategic Management research project course provides a practical guide for, and an initial experience in, strategy formulation and strategy management, largely conducted as an action research project. The textbook and associated materials explain and describe the different aspects, challenges, and stages of strategic management, simply and clearly, and in a logical sequence. The theoretical experience will be applied to the development and acceptance of a specific strategy in an organisation selected by the student.

Learning Outcomes

The key objective is the immediate application of project-based, action research guidelines to a real situation. The target application area is the student's own current or desired work situation.

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

1. critically review a real business strategy and develop remedial options to any identified weaknesses;
2. understand, and use with confidence, strategic management tools and techniques;
3. choose appropriate project management and action research processes and support them with a variety of 'Best Practices';
4. understand through the textbook, organisational cases, and personal experience, the linkages between motivation, communication and high performance teamwork;
5. accelerate individual and organisational learning via the action learning processes of experience, reflection, abstract learning, and experimentation; and
6. locate project-based, action research issues within a general process-oriented model, linking intentions and outcomes.

Learning and Teaching

Teaching Staff

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Learning Resources**Text**

Strategic Management: Creating Value in Turbulent Times. (2005) Peter Fitzroy/James Hulbert. Wiley and Sons.
Harvard Business Essentials: Strategy. (2005) Harvard Business School Press.

Pre-Compiled Resources

See Course folder sections I through IV.

Dynamic Resources

See email messages for resources that emerge during the course as a natural outcome of the collaborative teaching process. These resources are created as a by-product of each student's active (i.e., 'resourceful') participation during the course. Where these are provided in paper form students will add these to course folder Section V: Dynamic resources.

Recommended Supplementary Reading/Viewing**All the textbooks and material recommended for MMgmt 704, plus**

Learning in Action: A Guide to Putting the Learning Organisation to work. David A. Garvin. Harvard Business School Press 2000. Copies are available at the University Bookshop, either at the Lorne Street or Campus branches.

The Knowing-doing Gap: how smart companies turn knowledge into action. Jeffrey Pfeffer/Robert I Sutton. Harvard Business School Press 2000.

Business Strategy: the key ingredients of strategy. David Lei. Primedia Corporate University.

Short Loan section – Kate Edgar Information Commons. V02-097

Competing on the edge: Strategy as structured chaos. Prof. Kathleen Eisenhardt.

Stanford Executive Briefings. Short Loan section – Kate Edgar Information Commons. V05-131

Creating the future. Dr Gary Hamel. Stanford Executive Briefings. Short Loan section – Kate Edgar Information Commons. V03-237

The Knowing-doing gap: How smart firms turn knowledge into action. Robert Sutton. Stanford Executive Briefings. Short Loan section - Kate Edgar Information Commons. V03-236

Assessment**Assignment #1: Individual Assignment – Action Research Project #1 40%**

This will be handed out at the end of the first weekend session and is to be handed in at the beginning of class.

Assignment #2: Group assignment – Case Study workshop**12%**

Identify and critically assess the strategy decision-making logic of the organisation in the case study allocated to your group. This will be a full day workshop, culminating in a 20 minute PowerPoint presentation of the group's findings.

Assignment #3: Individual assignment – Action Research Project #2 48%

This is an individual research project, maximum 10,000 words, that uses the course material, other readings, and data collected from organisational participants to critique, document, a strategy that has recently been implemented at an organisation of the student's choice. The strategy chosen must be agreed with the course instructor during session 3 of the MMgmt707 course (see course content outline).

1. Progress milestones for individual feedback and review will be agreed with the course instructor at the beginning of the project.
2. A 15 minute individual formal project review presentation will be carried out during the weekend of the course session where the report is submitted. (This is worth 8% of the assignment marks).
3. The final documented report, preferably following the full V Model style of research project process, is to be handed in at the beginning of class.

Total (There is no final exam)

100%

There is a 10% per week (or part of week) late penalty up to the date that assignments are returned to the class. After that date, no mark will be given for the assignment, unless there has been a prior agreement with the course instructor for an extended late submission.