BUSMGT 716: Strategy Capstone (15 points)

Quarter 2 2017 (1174)

Course Prescription

Examines the logics and processes of strategy formulation and implementation. The course involves extensive business situation case analysis and a 'real world' business project requiring creative and innovative recommendations typical for a capstone experience.

Programme and Course Advice

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

Goals of the Course

The overall goal of the course is to prepare students to become 'business ready' and prepared for their future roles. Students will apply theory and frameworks to business challenges faced by a growing New Zealand company, in order to synthesize the business knowledge gained from previous courses as it is eventually applied to a 'real world' business project. Students will be expected to critically analyse the issues faced by the company and propose appropriate solutions, taking into account environmental contexts and potential risks.

More specifically, the course seeks to inculcate students with a strategic outlook, through the application of strategic theory and frameworks highlighting the interdependencies among factors at the macro (general environment affecting business), meso (industry environment), and micro (firm environment) levels. This involves crafting an effective strategy that that cuts across organizational disciplines and allows the firm to prosper.

The overall aim of the course is to provide students a real world experience of strategy development.

Learning Outcomes

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

1. Identify highly unstructured and uncertain problems and contextualize those problems into critical strategy and competitive-related issues that a firm (real or case-based) may be facing;
2. Critically evaluate an issue or problem, incorporating both external and internal analysis and supported through the use of appropriate data and other source materials;
3. Formulate solutions and justify a strategic recommendation, demonstrating an integration of skills and knowledge acquired throughout the programme;
4. Generate and pitch a comprehensive, cohesive and viable business strategy designed to address the issues faced by a 'real world' company.

Content Outline

Week 1   Introducing the case

Week 2   Business models

Week 3   Identifying the problem

Week 4   Analysing context

Week 5   Analysing customers

Week 6   Analysing distribution

Week 7   Analysing resources and their location

Week 8   Strategy development

Week 9   Evaluating alternatives

Week 10   Implementation

Learning and Teaching

The class will typically meet for 5.5 hours each week. The 1.5-hour lecture will be devoted to techniques for conceptualising and analysing problems and opportunities that can be applied in the Capstone report. The 2-hour Tutorial will be devoted to workshops further exploring these techniques. The 2-hour Team-based Learning (TBL) session will be devoted to team-based activities that apply the topics discussed in the lecture and the tools learned in workshops. Later in the course, some Tutorial and TBL time will be devoted to one-on-one meetings with teaching staff to address progress on the research project and individual presentations about project recommendations.

In addition to attending classes, students should be prepared to spend at least another 10-12 hours a week on activities and research related to this course. General activities include completing the required readings prior to the lecture and keeping up with the business press regarding current issues of relevance to this course. Most of this time will be devoted to researching, analysing and writing the report for your capstone project.

Individual assessments are designed to enable you to develop and showcase critical and analytical acumen, along with written and oral presentation skills. One group assessment is programmed to enhance skills in collaborative management, communication, and learning in a team setting.

Teaching Staff

Mr Denis Odlin, Professional Teaching Fellow, Graduate School of Management

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Mr Bill Ross, Professional Teaching Fellow, Graduate School of Management

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Learning Resources

Van den Berg, G., & Pietersma, P. (2009). Key management models. 3rd edition. Harlow: Pearson.

All additional course materials are on the BUSMGT 716 course page, which can be accessed via CANVAS.

Assessment

1 Individual Capstone written report Draft 1 (week 4)		10%
2 Group industry/country report (moderated by peer-review) (week 5)		20%
3 Individual Capstone written report Draft 2 (week 7)		10%
4 Capstone oral presentation (week 9)		10%
5 Individual Capstone written report Final (week 10)		50%

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

Learning Outcome	Group Report	Capstone written report	Capstone oral pitch
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/

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

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

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 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.