



Course Outline 2017

BUSADMIN 768: STRATEGY (15 POINTS)

Quarter 4 (1178)

Course Prescription

A case-based course addressing the nature and methods of competition, the role and perspective of the general manager, and the art of strategic thinking.

Programme and Course Advice

Prerequisite: 60 points from BUSADMIN 761-764 and an additional 30 points from the schedule of the Post Graduate Diploma in Business

Restriction: BUSADMIN 729, 778

Goals of the Course

This course will introduce the language and discipline of strategic thinking, as well as the critical aspects of corporate, business-level, and international strategy.

To that end, the goals are for participants to: (1) develop better judgement, (2) master the content of the course, (3) understand competitive dynamics, (4) prepare to become a strategist, and (5) enjoy the course. These goals are aligned with both the University's and the Business School's graduate profiles.

Learning Outcomes

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

1. Demonstrate mastery of the course subject matter
2. Demonstrate an advanced ability to use course concepts in thinking and problem-solving
3. Develop and justify appropriate assumptions in order to deal with the complexity and ambiguity experienced by companies
4. Describe their stance and approach to the process of strategy, i.e. to understand oneself as a strategist.

Content Outline

This course gives a broad overview of the essential aspects of strategic management at a local, national, and international level. One distinction made in the academic field of strategy is between strategy content, strategy context, and strategy process. These three dimensions of strategy can be recognized in every real-life strategic problem. They can be generally considered as follows:

Strategy Process: The manner in which strategies come about is referred to as the strategy process. Stated in terms of a number of questions, strategy process is concerned with the how, who and when of strategy - how is, and should, strategy be made, analysed, dreamt-up, formulated, implemented, changed and controlled; who is involved; and when do the necessary activities take place?

Strategy Content: The product of a strategy process is referred to as the strategy content. Stated in terms of a question, strategy content is concerned with the "what" of strategy - what is, and should be, the strategy for the organization and each of its constituent units?

Strategy Context: The set of circumstances under which both the strategy process and the strategy content are determined is referred to as the strategy context. Stated in terms of a question, strategy context is concerned with the where of strategy - where, that is in which organization and which environment, are the strategy process and strategy content embedded.

The week-by-week structure is as follows:

- The external environment
- The internal environment
- Strategic intent or purpose
- Business unit-level strategy
- Corporate-level strategy
- International strategy
- Strategic change
- Strategy in an entrepreneurial context

Learning and Teaching

The class meets for one three-hour session each week. Class time will be used for a combination of applied discussions of case studies and/or current events in strategy. In addition to attending classes, students should be prepared to spend about another six hours per week on activities related to this course. These activities include carrying out the required readings, keeping and preparing for assignments.

Teaching Staff

Daniel Vidal, *MEng, MBA, PGDip(Finance), PGArts(Psychology)*
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Office: OGGB Level 3, Room 360; Office hours: Tuesday 3:30 to 4:30pm
Notes: Preferred method of communication with the lecturer is via email.
For appointments, contact the lecturer via email.
Appointments are scheduled within the lecturer's office hours.

Learning Resources

Required text:

Exploring Strategy: Test and Cases (10th Edition)
G Johnson, R Whittington, K Scholes, D Angwin, P Regner
Pearson Education

Optional text:

Essentials of Strategic Management
by Pitt and Koufopoulos
Sage

The textbooks are available from UBS.

Assessment

Assessment Type	Weighting	Basis	Description	Due Date
Mid-Term Test	30%	Individual	Closed Book	Week 6
Group Assignment	20%	Group	Presentation	Week 9
Final Examination*	50%	Individual	Open Book	Saturday 25th November

Further details on these assessments will be provided in the first lecture and on Canvas. The broad relationship between these assessments and the course learning outcomes is as follows:

Learning Outcome	Mid Term Test	Group Assignment	Final Exam
1	X	X	X
2		X	X
3	X	X	X
4		X	X

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.

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 web site.