BUSINESS SCHOOL

Course Outline 2019
BUSADMIN 768: STRATEGY (15 POINTS)
Quarter 4 (1198)

Course prescription

The science and practice of strategic thinking and entrepreneurial action. Examines the logics and processes of opportunity recognition and competitive strategy formation and implementation in national and global contexts for a variety of enterprise types. A case-intensive course requiring extensive analysis of business situations and the preparation and communication of pragmatic, 'real-world' recommendations.

Course advice

Prerequisite: 60 points from BUSADMIN 761-764 and an additional 30 points from schedule of the Postgraduate Diploma in Business
Restriction: BUSADMIN 729, 778

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 taking 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 and in the face of global megatrends.

This course provides executives with an advanced knowledge of strategic management to help them bridge the theory and practice gap to enable them to think and act strategically. The course gives 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 utilise the fundamental knowledge that a manager needs in order to contribute to strategic thinking in both national and global business environments. Organisational challenges and paradoxes will be explored using strategic scenarios and case studies and exploring the themes of sustainability, productivity, innovation, value creation and internationalisation in order to enhance students' ability to think and act strategically.

Learning outcomes (LO)

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

#	Learning outcome	Graduate profile capability*
LO1	Differentiate between corporate-level, business-level, functional-level, and network-level strategies, and demonstrate their application in a specific context.	1. Disciplinary knowledge and practice 3. Solution seeking
LO2	Critically apply decision-support tools, strategic models and frameworks to assess and respond to changes in the internal and external environments.	2. Critical thinking 4a. Communication (Oral)
LO3	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).	4c. Engagement (Collaboration)
LO4	Critically assess various strategy and business model opportunities	5a. Independence 2. Critical thinking
LO5	Evaluate potential risks and consequences in the face of global megatrends.	6. Social and environmental responsibilities 5b. Integrity
LO6	Submit an individual report on a mega-trend impacting a major industry in NZ.	4b. Communication (Written)

* See the graduate profile this course belongs to at the end of this course outline.

Content outline

Week / Module	Topic	Relevant learning resources/activities	Assessment due this period
Week 1	Course Introduction: What is strategy?	Weekly readings are detailed in the Reading Lists tab on Canvas.	Weekly: each week group presents case study (25%)
Week 2	Missioning and visioning and purpose		
Week 3	Business level strategy		
Week 4	Corporate level strategy		Part 1 of individual report due (10%)
Week 5	Network level strategy		
Week 6	'Strategy formation' and 'strategy change'		Mid-term test (25%)
Week 7	The industry context		
Week 8	The organisational context		
Week 9	The international context		Final megatrend report due (40%)
Week 10	Course Synthesis and reflection		

Learning and teaching

The class will meet for 3 hours each week in class. Class time will be used for a combination of lectures and group work, 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 six 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 presentations, assignment, test and the final individual project.

Teaching staff

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Learning resources

Required text:

The required textbook for this course is: De Wit, B., (2017). *Strategy synthesis (5th ed).* Cengage Learning EMEA.

All other course readings are available via Reading Lists under each module on the Canvas page or in the Reading List module on Canvas.

Recommended (optional) texts for students pursuing an MBA:

Thomas, H. McGee, J., Wilson, D. (2010) *Strategy: Analysis and Practice* (2nd edition). McGraw-Hill.

Cummings, S., Wilson, D.C. (2003). *Images of Strategy.* Wiley-Blackwell.

Assessment information

Assessment task	Weight %	Group and/or individual	Submission
Group case presentations	25%	Group	Weekly
Part 1 of individual assignment (report)	10%	Individual	Week 4
Mid-term test	25%	Individual	Week 6
Final megatrend report	40%	Individual	Week 9

Pass requirements

To pass the course, participants must achieve a minimum of 50% in overall aggregate across the four assessment tasks.

Description of assessment tasks

Assessment task	Learning outcome to be assessed
Group case presentations (25%) Students will work in their group to prepare and present one illustrative case study. This will be presented in class time and topics follow the weekly lecture topics.	LO 1 2 3
Part 1 of Individual assignment (report (10%)	LO 1 2

Assessment task	Learning outcome to be assessed
Submit part 1 of the report on the chosen megatrend for initial feedback.	
Mid-term test (25)% The mid-term test will be held during class time in week 6. Topics covered from the materials covered in class, textbook and additional readings. This is an open book test.	LO 1 2
Final megatrend report (40%) In-depth case study of a megatrend affecting an industry. Provides opportunity for students to showcase their skills in strategic analysis and scenario planning.	LO 2 4 5 6

Inclusive learning

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

Academic integrity

The University of Auckland will not tolerate cheating, or assisting others to cheat, and views cheating in coursework as a serious academic offence. The work that a student submits for grading must be the student's own work, reflecting his or her learning. Where work from other sources is used, it must be properly acknowledged and referenced. This requirement also applies to sources on the worldwide web. A student's assessed work may be reviewed against electronic source material using computerised detection to provide an electronic version of their work for computerised review.

Student feedback

The University of Auckland evaluates the quality of teaching and of courses by using the Summative Evaluation Tool, or SET. Summative evaluation is formal, summative evaluation of teaching undertaken according to University policy and is conducted at the end of a semester/quarter through the use of the formal University SET instruments. Summative evaluation is used by teachers to reflect on their teaching practice, and is also used by the University for quality assurance of teaching and courses.

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.

Graduate profile for Postgraduate Diploma in Business

The following six themes represent the capabilities that the Business School seeks to foster in all of its graduates. The development of these capabilities does not come all at once, but rather is expected to build from year to year. Each course is not expected to

contribute to all capabilities, but each course will have its own goals and learning outcomes that relate to the overall development of this profile.

Graduate Profile
1. Disciplinary knowledge and practice Graduates will be able to demonstrate advanced knowledge of general management theory and apply this effectively in a range of contexts.
2. Critical thinking Graduates will be able to effectively evaluate and synthesise evidence from multiple sources to develop coherent and evidence-based arguments.
3. Solution seeking Graduates will be able to frame and analyse complex problems, develop practical solutions, and understand the impact and implications of planned implementation.
4. Communication and engagement Graduates will be able to work effectively in teams and engage varied audiences by communicating professionally using multiple formats.
5. Independence and integrity Graduates will be able to engage in independent and ethical decision-making and behaviour, demonstrating self-reflection and self-management in complex and ambiguous situations.
6. Social and environmental responsibility Graduates will recognise, in relation to their field, the potential significance of the principles underpinning the Treaty of Waitangi and sustainability, and demonstrate capability to shape business practice accordingly where appropriate.