



BUSINESS SCHOOL

Course Outline 2019

BUSMBA 752: BUILDING CAPABILITIES FOR PERFORMANCE (15 POINTS)

Quarter 4 (1198)

Course prescription

This course explores business strategies based on unique resources and capabilities, utilising perspectives from management and marketing, develops skills to generate market intelligence, device strategies, manage intangible assets and relationships with external stakeholders.

Course advice

No restrictions

Goals of the course

The course brings together two key domains in management, marketing and strategic management. Marketing capabilities are essential for a successful organisation. Firms must understand their customers to develop offerings that satisfy customer needs and encourage their participation to co-create value. The marketing component in this course will provide a customer-based perspective on the capabilities needed to develop and market successful offerings of products, services, and ideas.

The strategic management component in this course will examine the conditions relating to capabilities needed to create and sustain competitive advantage in organisations that span national boundaries. Theoretical concepts and management strategies as well as the impact of environmental factors on global strategic management activities will be discussed. The course introduction and conclusion will emphasise the ways in which the disciplines of marketing and strategic management are complementary, and can be combined to lead to better strategic approaches for managing businesses.

Learning outcomes (LO)

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

#	Learning outcome	Graduate profile capability*
LO1	Understand the key elements that strengthen and underpin business capabilities.	1. Disciplinary knowledge and practice 2. Critical thinking
LO2	Evaluate theories for developing resource and capability-based business strategies.	2. Critical thinking 1. Disciplinary knowledge and practice
LO3	Assess key marketing issues affecting the creation, co-creation and delivery of value.	3. Solution seeking 1. Disciplinary knowledge and practice

#	Learning outcome	Graduate profile capability*
LO4	Conduct basic market research using methods appropriate to the context.	4c. Engagement (Collaboration) 4a. Communication (Oral)
LO5	Select appropriate approaches to managing intangible assets and relationships to external stakeholders.	4c. Engagement (Collaboration) 3. Solution seeking
LO6	Formulate business strategies based on available market intelligence.	3. Solution seeking 4c. Engagement (Collaboration)

* 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
Session 1 20 September 4:30-9:30 Ilan Oshri and Rick Starr	Introduction to the module Introduction to Capstone SM1 - What is strategy	Course Outline Capstone Simulation Manual Reading material: Chapter 1, p. 3-10 Case: The Lego Group	
Session 2 21 September 8:30-12:30 Ilan Oshri	Industry Analysis Resources and capabilities	Reading: Chapter 2, p. 41-49 Chapter 3, p. 69-94 Cases: The global pharma industry Formula 1	
Session 3 4 October 4:30-9:30 Ilan Oshri	Business strategy and models Capstone Clinic	Reading: Chapter 6, p. 209-221 Case: Ryanair	
Session 4 5 October 8:00-12:30 Ilan Oshri	International Strategy Capstone clinic	Reading: Chapter 8, p. 277-296 Case: Tesco	
Session 5 18 October 4:30-9:30 Ilan Oshri	Mergers, Acquisitions and Ecosystems	Reading: Chapter 10, p. 339-350 Case: Cadbury & Kraft	

Session 6 19 October 8:00-12:30 Rick Starr	M1 -Understanding Buyers and Co-creation of Value	Kotler & Keller 4 & 5	
Session 7 1 st November 4:30-9:30 Rick Starr	M2 -Products, Services and Innovation	Kotler & Keller 9-11	
Session 8 2 November 8:00-12:30 Rick Starr	M3 -Branding, Positioning and Pricing	Kotler & Keller 6-8	New Product Development Due Tuesday 5 November 5:00pm via Canvas
Session 9 15 November 4:30-9:30 Rick Starr	M4 -Channels, Platforms and Communication	Kotler & Keller 12-5, 17	
Session 10 16 November 8:00-12:30 Ilan Oshri and Rick Starr	Course Synthesis: Integrating resources, capabilities, strategies and marketing		Group presentations: Capstone key learning Saturday 16 November Strategic Plan due Tuesday 19 November 5:00pm via Canvas

Learning and teaching

Typical Class:

Each class will start with a lecturer-led discussion, followed by a teaching case and if time permits a group exercise. Some sessions will be allocated for Capstone. Student participation is key in developing a class discussion and generating learning that go beyond the reading material and teaching cases. You are encouraged to recommend reading from the popular media or discuss issues relating to how your firm competes.

Teaching staff

Dr. Ilan Oshri

Professor, Graduate School of Management

Office: 380 Owen Glenn Building, University of Auckland City Campus

Tel: 09 923 3471

Email: ilan.oshri@auckland.ac.nz

Available during class and by appointment.

Dr. Rick Starr

Director MBA and Postgraduate Diploma, Graduate School of Management

Office: 376 Owen Glenn Building, University of Auckland City Campus

Tel: 09 923 2403

Mobile: 021 637 915

Email: rg.starr@auckland.ac.nz

Dialogue is important for learning. Feel free to email me with questions or comments. However, I generally find that most of your questions are too complex to answer fully via email. Unless the answer is really simple (such as yes or no), I will usually call you back to discuss them. I am happy to speak on the phone as needed, or to see you in person by appointment.

Learning resources: Strategy Module

Reading List:

We will be using various optional texts as preparation for each session which will be based on:

Kotler & K.L. Keller (2015), *A Framework for Marketing Management*, 6th edition, Pearson Education (available from the University Book Shop in the Kate Edger Building).

A reader of further selected reading (including teaching cases) will be provided via Talis.

Teaching Cases:

Working with your group, students will need to prepare in writing brief answers to the learning questions of each case. We will be randomly calling on groups to present their answers. Learning questions will be posted on Canvas 1 week in advance.

Assessment information

Assessment task	Weight %	Group and/or individual	Submission
New Product Development Assignment	30%	Individual	New Product Development Assignment due Tuesday 5 November 5:00pm via Canvas
Simulation Group Presentation	20%	Group	Ongoing submissions through Capsim. Group Presentation in Session 10, Saturday 16 November
Strategic Plan Assignment	50%	Individual and Group	Strategic plan assignment due Tuesday 19 November 5:00pm via Canvas

Pass requirements

The minimum pass mark for this course is a C-.

Description of assessment tasks

Assessment task	Learning outcome to be assessed
<p>New Product Development (30%): Each student will devise a plan using frameworks and tools introduced in this course to launch a new product or service in an international market.</p>	LO1, LO3, LO4, LO6
<p>Strategic Plan (50%): Building on the individual assignment, each group will devise a strategic plan to introduce a single new service or product originated in NZ to at least 3 international markets (ideally Asian, European and South/North American countries) using frameworks and strategies discussed in class. The group assignment must demonstrate the group effort to synthesise the knowledge gained from each individual assignment into a corporate strategic plan (as opposed to bundling 3 individual assignments together).</p>	LO1, LO3, LO4, LO6
<p>Simulation (20%): As part of this course, you will compete in a comprehensive simulation, Capstone. The simulation gives your team the opportunity to run your own company in the highly competitive electronics industry. Decisions will be due at the times indicated on Blackboard and Capstone Board. Each team will make one practice decision (trial run) followed by 7 decisions in competition with other teams from the class. The Capstone manual, which will be included in your course pack, contains all the essential details you will need to operate your company. Your grade for the simulation will count 20% of your overall class grade. The grade for the simulation will be decided based on: (i) achieving your own objectives plus (ii) comparative performance. In some cases, peer evaluation will be included. Usually the grades for all members of the team are the same, but be aware that peer evaluation may create variation in grades within the team.</p>	LO1, LO4, LO6

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 Master of Business Administration

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	Building on their existing experience, 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 identify, prioritise, frame and analyse complex problems, develop creative and practical solutions, and understand the impact and implications of planned implementation.
4. Communication and engagement	Graduates will be able to work effectively in teams, influence and lead others, 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-ma
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.