School of Government / SOLGM

MAPP 529
STRATEGIC MANAGEMENT
(15 Points)

Trimester Two 2007

COURSE OUTLINE

Contact Details

Course Coordinator: Dr Lance Beath
Room RH 507, Level 5, Rutherford House, Pipitea Campus
Telephone: 027 436 5234
Email: lance.beath@vuw.ac.nz

Lecturer: Professor Claudia Scott
Room RH 805, Level 8, Rutherford House, Pipitea Campus
Telephone: (04) 463 5377
Email: claudia.scott@vuw.ac.nz

Course Administrator: Carolyn Lampp
SOLGM Opus Business School
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Telephone: (04) 978 1243
Email: clampp@solgm.org.nz

Academic Administrator: Raewyn Baigent
Room RH 803, Level 8, Rutherford House, Pipitea Campus
Telephone: (04) 463 5453
Email: raewyn.baigent@vuw.ac.nz

Course Dates, Times and Locations

Dates: Monday 29 October – Thursday 1 November 2007 (inclusive)
Times: 9.00am – 9.00pm Monday 29 – Wednesday 31 October 2007
9.00am – 12.00pm Thursday 1 November 2007
Locations: Brentwood Hotel, 16 Kemp Street, Kilbirnie, Wellington
NOTE: This is a residential course. Accommodation will be provided at the
time and is included in the course cost.
**Course Objectives**

MAPP 529 Strategic Management is a specially designed and customised course that has been prepared for the local government sector in consultation with SOLGM.

Candidates completing this course are expected to achieve the following learning outcomes:

- New levels of understanding of theories, models and issues relating to strategic management, particularly in relation to the public sector in the context of 21st century society;
- Knowledge of current thought and contemporary debates around strategy;
- Deepened knowledge of the legislated requirements for planning for central and local government in NZ and emerging thinking in ongoing reform;
- Knowledge of some important tools and techniques of strategic analysis;
- New levels of understanding of strategic planning processes, particularly in relation to creation of key planning documents (e.g. Long Term Council Community Plans, Statements of Intent).

**Course Content**

The course draws on literature discussing strategic management in the public sector, guidance documents currently in use in New Zealand and on candidates’ experiences and critical reflections on current practice. The course contents will be organized as follows:

<table>
<thead>
<tr>
<th>DAY 1</th>
<th>INTRODUCTION TO STRATEGY</th>
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<tbody>
<tr>
<td></td>
<td>Readings</td>
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<tr>
<td>Session Three</td>
<td>Assessing Strategic Management Performance</td>
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<tr>
<td>Claudia Scott</td>
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<tr>
<th>Session Four</th>
<th>Leadership, vision and ambition</th>
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<tbody>
<tr>
<td>Lance Beath</td>
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Webcast: Robert Reich (2002). *Politics and principles*


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<thead>
<tr>
<th>Evening</th>
<th>Introduce syndicate work on the NZ local government performance and capability</th>
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<td></td>
<td>Lance Beath and Claudia Scott</td>
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<tr>
<th>DAY 2</th>
<th>STRATEGIC MANAGEMENT PRACTICE</th>
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<tr>
<td><strong>Session One</strong></td>
<td>Managing for Outcomes: measurement and management issues</td>
</tr>
<tr>
<td>Guest presenter: Greg Claridge</td>
<td>Based on selected <em>Pathfinder</em> documents, how can community outcomes be framed so as to gain alignment between strategic planning and management? <a href="http://www.ssc.govt.nz/pathfinder">www.ssc.govt.nz/pathfinder</a> (Skim these documents)</td>
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<td>Building Block 1: Identifying Outcomes</td>
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<td>Building Block 2: Outcome Indicators</td>
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<td>Building Block 3: Intervention Logic</td>
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<td>Learning Paper: Managing for Outcomes in Complex Policy Environments</td>
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<td>Supporting Paper: Strategic Planning</td>
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<td><strong>Session Two</strong></td>
<td>Performance Evaluation in Local Government</td>
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<td><strong>Session Three</strong></td>
<td>Local Government and Network Governance</td>
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<td>Session Four</td>
<td>Dunedin 2006-16 LTCCP (excerpt)</td>
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<td>Local Government Strategic</td>
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<td>Management Practice</td>
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<td>Guest presenter: Jim Harland,</td>
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<td>CEO Dunedin City Council</td>
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<th><strong>DAY 3</strong></th>
<th><strong>STRATEGY ANALYSIS: TOOLS AND TECHNIQUES</strong></th>
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<tr>
<td>Class exercise: asking a strategic</td>
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<td>question relating to community</td>
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<td>based outcomes</td>
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<td>Lance Beath</td>
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| Class exercise: Dealing with       |                                             |
| complexity at the local government|                                             |
| level: The use of mind maps,      |                                             |
| influence wheels and other         |                                             |
| futures techniques.                |                                             |
| Lance Beath                        |                                             |

| **Session Three**                  | Report back by Syndicate Groups            |
| Lance Beath                        |                                             |

| **Session Four**                   | Gary Hamel webcast plus webcast resources from Stanford Educational Corner |
| Innovation and Entrepreneurship    |                                             |

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<tr>
<th><strong>DASY 4 (ends at 12.00pm noon)</strong></th>
<th><strong>STRATEGIC MANAGEMENT LESSONS AND CHALLENGES</strong></th>
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<tbody>
<tr>
<td>Strategy and Strategic</td>
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<tr>
<td>Decisionmaking</td>
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| **Session Two**                   | Group Discussion                           |
| Strategic Management Challenges   |                                             |
Learning Commitment

For the attendees taking this course for academic credit (including assessments), the learning objectives are reasonably demanding. To achieve them, you must make a significant commitment in time and effort to reading, studying, thinking, and completion of all assessment items. This will require that you devote considerable time to preparation before the start of the course.

SOLGM will give preference to those taking the course for academic credit (with assessment). Those who opt for professional development (without assessment) are still required to read the course materials and participate in all of the activities during the course. Upon completing the course, professional development participants will receive a Certificate of Completion from SOLGM.

NOTE: If you sign up to take this course for academic credit, you may not later change this to professional development, and vice versa.

Readings


Additional References:


Whittington, Richard (2004) *What is Strategy and Does it Matter?*, Thomas Learning,

**Assessment Requirements**

**First item: Critical Review**
Length: 1500 words (30% of assessment)
Due date: Monday 29 October 2007 (the first day of the course)

Drawing on the article by Mintzberg and the two Bryson articles in the required readings, assess the effectiveness of the strategic processes and practices of your organisation.

**Second item: Syndicate Case Study**
Length: 2000 words (30% of assessment); presentation (10% of assessment)
Due date: 5.00pm, Thursday 15 November 2007

The requirements of the Syndicate Case Study will be explained to course members on the first evening of the course (Monday 29 October 2007). Each syndicate will work on some aspect of strategic management performance and capability, drawing on international and local literature and practice.

Syndicates will make a 10 minute presentation on their work (10%) on the afternoon of Day 3 of the course (Wednesday 31 October 2007).

**Third item: Critical Reflections**
Length: 1500 words (30% of assessment)
Due date: 5.00pm, Monday 26 November 2007

Prepare 3-4 reflections based on your course work and other work experiences on the theory and practice of strategic management.
Please submit items 2 and 3 in HARD COPY to:

Francine McGee,
School of Government,
Victoria University of Wellington,
Level 8 Reception, Rutherford House,
23 Lambton Quay,
P.O. Box 600,
Wellington.

Students should keep a copy of all submitted work.

**Penalties**

The ability to plan for and meet deadlines is a core competency of both advanced study and public management. Failure to meet deadlines disrupts course planning and is unfair on students who do submit their work on time. It is expected therefore that you will complete and hand in assignments by the due date. Marks may be deducted where assignments are submitted after the due date. For out of town students, two calendar days’ grace is given to allow for time in the post.

If ill-health, family bereavement or other personal emergencies prevent you from meeting the deadline for submitting a piece of written work or from attending class to make a presentation, you can apply for and may be granted an extension to the due date. Note that this applies only to extreme unforeseen circumstances and is not necessarily awarded. You should let your Course Coordinator know as soon as possible in advance of the deadline if you are seeking an extension.

**Mandatory Course Requirements**

To fulfil the mandatory course requirements for this course, you are required to:

1. Submit all assignments by the due date;
2. Attend all contact sessions of the course.

**Communication of Additional Information**

Additional information may be provided in class, by post, by email or via Blackboard.

**Faculty of Commerce and Administration Offices**

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty’s Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours, call the Student and Academic Services Office on (04) 463 5376.
The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA 005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours, call the Student and Academic Services Office on (04) 463 5376.

**Notice of Turnitin Use**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine [www.turnitin.com](http://www.turnitin.com). Turnitin is an online plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. At the discretion of the School, handwritten work may be copy typed by the School and subject to checking by Turnitin. You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**Academic Integrity and Plagiarism**

Academic integrity is about honesty – put simply it means no cheating. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one’s own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalized severely. Consequences of being found guilty of plagiarism can include:
• an oral or written warning
• cancellation of your mark for an assessment or a fail grade for the course
• suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University’s website at www.vuw.ac.nz/home/studying/plagiarism.html

**General University Policies and Statutes**

Students should familiarise themselves with the University’s policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied. See the Victoria University Calendar available in hardcopy or under “About Victoria” on the VUW homepage at www.vuw.ac.nz/home/about_victoria/calendar_intro.html

Information on the following topics is available electronically at www.vuw.ac.nz/home/studying/downloads/course_outlines_general_information.pdf

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

**Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.