

Victoria Management School

MGMT 205 STRATEGIC MANAGEMENT

Trimester One 2009

COURSE OUTLINE

CONTACT DETAILS

COURSE COORDINATOR

Professor Stephen Cummings
Course Coordinator

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ADMINISTRATOR

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TUTORIAL COORDINATOR

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Please contact the tutorial coordinator with all queries regarding course content and grades, tutorial allocations, handing in assignments, extensions and tutorial notices.

Trimester Dates: Monday 2 March to Wednesday 1st July 2009.

CLASS TIMES and ROOM NUMBERS

Lectures:

Thursday 11.30 – 1.20pm Rutherford House **LT 1**

Workshop:

Wednesday 8.30 – 9.20am Rutherford House **LT 1**

Withdrawal dates: Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Introduction

Management 205 provides participants with a working understanding of classic frameworks in strategic management along with some of the latest thinking in this area.

At the end of the course, participants will have, and be able to apply, a toolkit that will enable them to approach and structure any business scenario and develop clear strategies for the organizations they work with and for. Skills will be developed by using frameworks and ideas to analyze real-world business cases from Asia, Oceania, Europe, Africa and the Americas.

However, the focus will not just be on designing strategy. The program will also emphasize developing participants' ability to effectively communicate strategies and involve others in the process of developing strategy and strategy processes.

Programme and Course-related Learning Objectives

Our graduates will:

- demonstrate application of critical and creative thinking skills to practical and theoretical problems
- be effective communicators
- have a global and multicultural perspective
- recognise, support and display leadership
- develop specific knowledge and skills in at least one business, or public policy discipline area

Overall Course Objectives

MGMT 205, Strategic Management, has several objectives:

- examining contemporary issues in strategic management both globally and in New Zealand
- comprehending the complex interaction of strategy development and environmental forces
- defining issues critical to the strategy formulation process
- understanding the fundamental tools and frameworks used for strategy development
- developing an ability to formulate strategic alternatives and recommendations for organizations

Course-related Student Learning Objectives

MGMT 205, Strategic Management, has four student learning objectives. By the end of this course, students should be able to:

- Explain and think critically and creatively about strategy frameworks. *This will be assessed in tutorial participation and the final examination.*
- Describe and effectively communicate strategic analysis, alternatives and recommendations. *This will be assessed in the two individual assignments and in the final examination.*
- Apply a global and multicultural perspective of strategy. *This may be assessed in the two individual assignments and will be assessed in the final examination.*
- Lead strategic discussions and developments. *This will be assessed in tutorial participation and in the final examination.*

The achievement of these Student Learning Objectives will be assessed through the course assessments: tutorials, assignments and the final exam.

Expected Workload

MGMT 205 students are expected to attend all scheduled classes: lectures, workshops and tutorials. Students can expect the total workload to be approximately 6-8 hours work in addition to class times.

Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of assignment questions. Please do not formulate shared responses to questions and do not loan out completed assignments or borrow them. VUW takes plagiarism seriously and electronic checks such as turnitin.com monitor across a class and against previous year's classes for rote copying.

Tutorials:

Tutorial Signup Instructions

Requirements to use this programme:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded.

Instructions:

Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system.

The “Signup Home” page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT205.

MGMT205 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A “key” is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you're enrolled into the session from a waitlist.

You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for one (1) other preferred session. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

You can choose to “WITHDRAW” from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.

A “FULL” button indicates all seats and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons in available in the “Key” section at the bottom of the signup page.

You can only “ENROL” in ONE tutorial session and “JOIN ONE (1) WAITLIST” for other tutorial sessions.

You will be able to login and signup (or change your signup) anytime between 12 midnight 2nd February 2009 and the last date: midnight 12th March 2009. You will NOT be able to signup or change your choice after the last date - midnight 12th March 2009. Any changes will be made by the tutorial coordinator on a case by case review of your ‘exceptional circumstance’.

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on “My Signups” on the left hand menu.

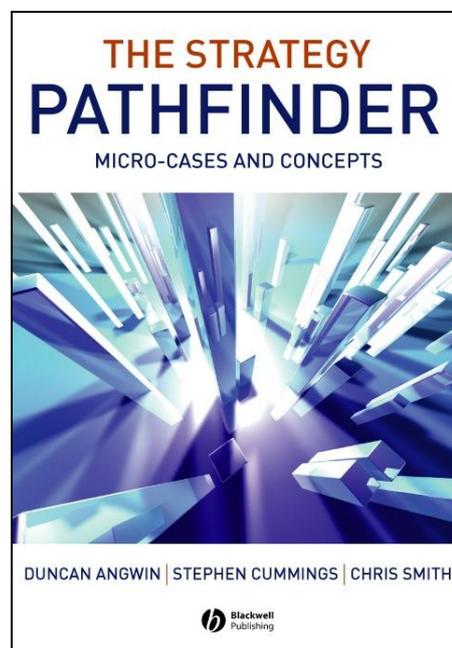
Click on “Support” on the left hand menu if you are having problems.

This online signup system is available round the clock over the internet. Please make use of it to sign up for a MGMT205 tutorial before midnight, the 12th March 2009. Any requests after this date will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in ‘exceptional circumstances’ and there is **NO GUARANTEE** that you will get your requested tutorial time.

Tutorials start on the third week of the course. As there is a maximum of 17 students per tutorial class you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard by 5pm Friday 13th March 2009. If you have any serious problems about the allocations see the Tutorial Coordinator ASAP.

Required readings

The Strategy Pathfinder. D. Angwin, S. Cummings, C. Smith (2007). Blackwell: Oxford available from VUW bookshop. It is essential that all students have a copy of this book and bring it to each class as all lecture materials are taken from it. A small number of additional items will be posted on the MGMT205 blackboard site throughout the trimester. All subsequent page numbers referred to in this course outline refer to The Strategy Pathfinder, unless otherwise stated.



Assessment requirements

A student's overall grade in the course will be determined in the following manner:

| Assignment | Title | Weight | Date |
|------------|----------------------------|-------------|----------------------------|
| 1 | Tutorial Participation | 10% | Throughout the course |
| 2 | Two Individual Assignments | 40% | April 8 & May 27 at 3pm |
| 3 | Final Examination | 50% | 12 June – 1 July 2009 |
| | TOTAL | 100% | |

1. **Individual tutorial participation (10%):** MGMT 205 tutors will be using the following general guide to determine your tutorial participation mark.

100% (10/10):

Frequent and consistent contributions which show an excellent understanding of the case and makes significant reference to the course readings and beyond. Comments demonstrate excellent interweaving of theory and practice.

75% (7.5/10):

Frequent and consistent contributions that show a good understanding of the case and that sometimes make reference to the course readings. Comments demonstrate good interweaving of theory and practice.

50% (5/10):

Sporadic contributions to class/group discussion; comments showed some understanding of the case but made little to no reference to the course readings.

25% (2.5/10):

Negligible contribution to class/group discussion: "I came, I listened, but only participated in the proceedings on rare occasions".

0% (0/10): Any student who attended **fewer than five** tutorials.

2. **Two Individual Assignments. 20% each. Due dates: April 8 and May 27 at 3pm**

These are both **case write-ups**. Each is worth 20% (2 x 20% = 40%). You can choose from a selection (see the lists below) of the **cases** discussed during the **lecture/workshop** programme. Each student should prepare a written summary of what they believe to be the key issues and learning points for each chosen case. Each case write-up should be no more than 1000 words. Examples of good case summaries and more information about our expectations for these summaries will be provided on blackboard and/or during classes.

Students will prepare two copies of each assignment, keeping the second copy for their own reference and for use during the course. Students must also keep an electronic copy of their assignment.

You may discuss work with other students; but reports must be individual submissions.

Individual Assignment 1 should be handed in to the MGMT 205 box no. 25 on the mezzanine floor of Rutherford House by **3.00pm on Wednesday April 8**. You may choose from the following cases:

- Nike - Local actions, global response (p.19)
- Merry Men and Virgin (p. 55)
- Fad Power (p. 58)
- RAM - Crumbling Palaces (p. 84)

Individual Assignment 2 should be handed in to the MGMT 205 box no. 25 on the mezzanine floor of Rutherford House by **3.00pm on Wednesday May 27**. You may chose from the following cases:

- Two Brews (p.139)
- Bringing back the branch (p. 166)
- Burgers and Cola (p. 227)
- Handi Ghandi Curries (p. 281)

Assignments will be marked according to assessment criteria that relate to Management 205's 'student learning objectives' (see page 3 of this outline).

3. **A closed-book 3-hour examination** based on a case study/ies (**50%**).

Examination dates for trimester one: Friday 12th June to Wednesday 1st July 2009 (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The examination is worth 50% of the total marks available for this course. It is closed book 3-hour examination. You will be required to answer questions about a case study or case studies that will require you to draw on different theories and frameworks covered in the course. All book chapters covered during the course are examinable.

Overall Pass Mark - for the course will be **50%** of the total marks available i.e. 50 marks

Mandatory course requirements for passing the course

- comprise: i) attendance for **at least 5 out of 7** tutorials
- ii) submission of **all** assignments
- iii) obtaining **at least 40% in the exam**.

- Students who fail to satisfy all of these mandatory requirements but who obtain 50% or more overall, will be awarded a "K" grade.

- Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, whether or not the mandatory course requirements have been satisfied.

For example, a student who obtains an overall course mark of 35 and does not fulfil one or more of the mandatory course requirements will be given an E grade. A student who fails to sit an examination will have their course mark calculated with an entry of Zero for the exam and their grade determined in the usual way.

- Notice of Failure to meet Mandatory Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board. Students will be expected to check both places for notification.

Handing in assignments

Assignments should be placed, in hard copy form, in the **MGMT 205 box (no. 25)** on the mezzanine floor of Rutherford House by the due time on the due date.

All Hand-Ins should have: a Assignment Cover Sheet stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

Assignments received after that time will be deemed to be late, and must be handed to the Administrator for this course in RH912 where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

GRADING GUIDELINES

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

| | |
|-------|---|
| A+ | excellent performance in all respects |
| A | excellent performance in almost all respects |
| A- | excellent performance in many respects |
| B+ | very good, some aspects excellent |
| B, B- | good but not excellent performance |
| C+, C | work satisfactory overall but inadequate in some respects |
| D | poor performance overall, some aspects adequate |
| E | well below the required standard |
| K | Failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment. |

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx>).

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg
MGMT300_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration 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 office on (04) 463 5376.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) 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.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Check with the Student Administration Office for opening times (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 <<http://www.turnitin.com>>. Turnitin is an on-line 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.

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 or go to www.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca under Important Information for Students:

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

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:

www.victoria.ac.nz/home/studying/plagiarism.html

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.

MGMT 205 COURSE PROGRAMME

1. WEEK BEGINNING MONDAY 2 MARCH

Thursday Lecture: Course Introduction

(Text - read pp. v-xiii *Strategy Pathfinder*)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- Understanding course objectives and expectations. (Review course outline).
- Discussing the assessment project.
- The communication of strategy.
- Using *The Strategy Pathfinder*

Lecture Case: Cereality, p.151 *Strategy Pathfinder*

Wednesday Workshop: No workshop

2. WEEK BEGINNING MONDAY 9 MARCH

Thursday Lecture: The Macro-Environment

(Text - read Chapter 1 *Strategy Pathfinder* pp.1-29)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- The Icarus paradox.
- Structuring the external business environment.
- PEST and ESTEMPLE.
- SWOT analysis.
- “Fast failing” and corporate agility.

Lecture Case: To be announced...

Wednesday Workshop: No workshop

3. WEEK BEGINNING MONDAY 16 MARCH

Thursday Lecture: Stakeholders and Governance

(Text - read Chapter 2 *Strategy Pathfinder* pp. 31-59)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- Strategy processes.
- Stakeholder analysis.
- Public versus private ownership.
- The power/interest matrix.
- When to use, and how to manage, consultants.

Lecture Case: How McKinsey & Co. train their strategy consultants (Video - no reading required)

Wednesday Workshop: No workshop

Tutorial 1: Tutorial Case: Nike - Local actions, global response, p.19

4. WEEK BEGINNING MONDAY 23 MARCH

Tuesday Lecture: The Industry Environment

(Text - read Chapter 3 *Strategy Pathfinder*, pp. 61-87)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- Perfect and imperfect competition.
- Industry margins.
- Five forces of industry.
- Industry life cycles.
- Value nets and co-optition.

Lecture Case: High Tech Hell, p. 79

Wednesday Workshop: Video case: Joe Kid on a Stingray (1)

Tutorial 2: Tutorial cases: Merry Men and Virgin and Fad Power, p. 55 and p. 58

5. WEEK BEGINNING MONDAY 30 MARCH

Thursday Lecture: The Big Picture - Corporate Strategy

(Text - read Chapter 4 *Strategy Pathfinder* pp. 89-115)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- Portfolio strategies.
- Parenting advantage.
- BCG and Diversification matrix.

Lecture Case: Easy Empire, p. 108

Wednesday Workshop: Video case: Joe Kid on a Stingray (2)

Tutorial 3: Tutorial case: RAM - Crumbling Palaces, p. 84

6. WEEK BEGINNING MONDAY 6 APRIL

Thursday Lecture: Positioning - Competitive Strategy

(Text - read Chapter 5 *Strategy Pathfinder* pp. 117-152)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- The value chain.
- Generic strategy matrix.
- Five types of competitive advantage.
- The strategy clock.

Lecture Case: Cereality, p. 151

Wednesday Workshop: No workshop

*****Case summary 1 should be handed in to the MGMT 205 box (Box #25) on the mezzanine floor of Rutherford House by **3.00pm on Wednesday April 8.*******

7. WEEK BEGINNING MONDAY 27 APRIL

Thursday Lecture: Living Strategy

(Text - read Chapter 6 *Strategy Pathfinder* pp.153-179)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- Resource-based view of the firm,
- The learning organization.
- The knowledge society.
- Strategy through ‘stories’.
- Emergent strategies.

Lecture Case: To be announced...

Wednesday Workshop: Case + Video: Skill Saws (case will be provided in week 6’s lecture)

Tutorial 4: Tutorial Case: Two Brews, p.139

8. WEEK BEGINNING MONDAY 4 MAY

Thursday Lecture: Corporate Character & Crossing Borders

(Text - read Chapters 7 & 8 and *Strategy Pathfinder* pp. 181-234)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- The impact of national culture.
- The Porter Diamond.
- The Seven-S frameworks.
- The Corporate Culture Web.
- Values, vision and mission.

Lecture Case: To be announced...

Friday Workshop: World’s Local Bank (video + read *Strategy Pathfinder* p. 230-232)

Tutorial 5: Tutorial Cases - Bringing back the branch & HOPE (p. 166 & 168)

9. WEEK BEGINNING MONDAY 11 MAY

Thursday Lecture: Guiding Strategic Change

(Text - read Chapter 9 *Strategy Pathfinder* pp.235-262)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- Kotter’s 8 steps.
- Change management styles.
- Leadership locus.
- Modes of resistance.
- Blending change and continuity.

Lecture Case: To be announced...

Wednesday Workshop: No workshop

Tutorial 6: Tutorial Case - Burgers and Cola, p. 227

10. WEEK BEGINNING MONDAY 18 MAY

Thursday Lecture: Sustainability

(Text - read Chapters 10 *Strategy Pathfinder* pp.263-288)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- Sustainable competitive advantage
- Triple-bottom line
- Corporate social responsibility

Wednesday Workshop: Capstone case: Pringle of Scotland (1) (video + read p. 245-249)

11. WEEK BEGINNING MONDAY 25 MAY

Thursday Lecture: Maverick Strategies

(Text - read Chapters 11 *Strategy Pathfinder* pp.289-317)

Critical Learning Points: By the end of the session students should have developed an understanding of the following frameworks and topics.

- Value innovation
- 'Blue-Ocean' strategies
- Next practice
- Organigraphs and value-chimera

Lecture Case: To be announced...

Wednesday Workshop: Capstone case: Pringle of Scotland (2) (video + read p. 245-249)

Tutorial 7: Tutorial Case: Handi Ghandi Curries, p. 281

*****Case summary 2 should be handed in to the MGMT 205 box (box #25) on the mezzanine floor of Rutherford House by **3.00pm on Wednesday May 27.*******

12. WEEK BEGINNING MONDAY 1 JUNE

Thursday Lecture: Course Review/Exam Preparation

- Course summary
 - Reviewing and reflecting upon the course.
 - Looking at how to prepare for the final exam.
-

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Victoria Management School

MGMT 205 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

Tutor's Name: _____ Tutorial Number: _____

Tutorial Day: _____ Tutorial Time: _____

Date Due: _____ Date Submitted: _____

*I have read and understood the university policy on Academic Integrity and Plagiarism.
I declare this assignment is free from plagiarism.*

Signed: _____

Extension of the due date (if applicable)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____

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Victoria Management School

MGMT 205

Request for re-examination of assessed work

| | | |
|-----------------|---|--------------------------|
| | Assessment affected <i>e.g. Individual Assignment, In-class Test</i> | |
| Student ID | Name <i>As it appears in your enrolment</i> | Tutorial No/Tutor's name |
| Contact Details | <i>Phone</i> _____ <i>Email</i> _____ | |

Specify which section (criteria specified in the mark sheet) you wish to be re-examined

Note: requests to re-examine "all" criteria will not be considered.

Clearly state why you believe each of these sections should be re-examined:

Note: "I think it is worth more," is insufficient.

In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

.....
 Signature Date