



## BUSINESS SCHOOL

Course Outline 2019

BUSMBA 752: BUILDING CAPABILITIES FOR PERFORMANCE (15 POINTS)

Quarter 2 (1194)

### Course prescription

This course explores business strategies based on unique resources and capabilities, utilizing perspectives from management and marketing, develops skills to generate market intelligence, devise 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 organizations 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

#	Learning outcome	Graduate profile capability*
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
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
Week 1A 12 April 4:30-8:30 Ilan Oshri and Rick Starr	Introduction to the module Introduction to Capstone SM1 - What is strategy	Course Outline Capstone Simulation Manual Reading material: SM1 - Chapter 1, p. 3-10 Case SM1: The Lego Group, p.544-548	
Week 1B 13 April 8:30-12:30 Rick Starr	M1 -Understanding Buyers and Co-creation of Value	Kotler & Keller 4 & 5	
Week 2A 26 April 12:00-4:00 Rick Starr	M2 -Products, Services and Innovation	Kotler & Keller 9-11	
Week 2B 27 April 1:00-5:00 Rick Starr	M3 -Branding, Positioning and Pricing	Kotler & Keller 6-8	New Product Development Due Monday 29 April 5:00pm via Canvas

Week / Module	Topic	Relevant learning resources/activities	Assessment due this period
Week 3A 10 May 4:30-8:30 Rick Starr	M4 -Channels, Platforms and Communication	Kotler & Keller12-5, 17	
Week 3B 11 May 8:30-12:30 Ilan Oshri	SM2 - Industry Analysis SM3 - Resources and capabilities	Reading: SM2 - Chapter 2, p. 41-49 SM3 - Chapter 3, p. 69-94 Cases: SM2 - The global pharma industry, p. 549-558 SM3 – Formula 1, p.583-590	
Week 4A 24 May 12:00-4:00 Ilan Oshri	SM4 – Business strategy and models  Capstone Clinic	Reading: SM4 – Chapter 6, p. 191-204 Case: SM4 – Ryanair, p.612-623	
Week 4B 25 May 1:00-5:00 Ilan Oshri	SM5 - International Strategy Capstone clinic	Reading: SM5 – Chapter 8, p. 261-281 Case: SM5 – Tesco, p.657-661	
Week 5A 7 June 4:30-8:30 Ilan Oshri	SM6 - Mergers, Acquisitions and Ecosystems	Reading: SM6: Chapter 10, p. 329-340 Case: SM6: Cadbury & Kraft, p.686-694	
Week 5B 8 June 8:30-12:30 Ilan Oshri and Rick Starr	Course Synthesis: Integrating resources, capabilities, strategies and marketing		Group presentations: Capstone key learning Saturday 8 June  Strategic Plan assignment due Tuesday 11 June 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 encourage to recommend reading from the popular media or discuss issues relating to how your firm competes.

## Teaching staff

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### Dr. Rick Starr

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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 sources of texts required as preparation for each session which will be based on:

P. Kotler & K.L. Keller (2015), *A Framework for Marketing Management*, 6<sup>th</sup> edition, Pearson Education. (Optional textbook - available from the University Book Shop in the Kate Edger Building).

Johnson C., Whittington R., Scholes K., Angwin D. and Regner P. (2014) "Exploring corporate strategy", 10th Edition, Text and Cases. Prentice Hall

A reader of this 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 Monday 29 April 5:00pm via Canvas
Strategic Plan Assignment	50%	Individual and Group	Strategic plan assignment due Tuesday 11 June 5:00pm via Canvas
Simulation Group Presentation	20%	Group	Ongoing submissions through Capsim.  Group Presentation in Session 5B, 8 June

## Pass requirements

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

## Description of assessment tasks

Assessment task	Learning outcome to be assessed
<b>New Product Development (30%):</b> 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.	LO1, LO3, LO4, LO6
<b>Strategic Plan (50%):</b> 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 synthesis the knowledge gained from each individual assignment into a corporate strategic plan (as opposed to bundling 3 individual assignments together).	LO1, LO3, LO4, LO6
<b>Simulation (20%):</b> 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 decisions (trail run) followed by 7 decisions of 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.	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.

## Graduate Profile

### 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-management.

### 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.