



## **Victoria Management School**

### **Introduction to Management MGMT 101**

#### **Course information trimester 2 2005**

#### **Contents**

- 1    *Contacts***
- 2    *Course content and resources***
- 3    *Study skills***
- 4    *Workload and key dates***
- 5    *Assessment and assignments***
- 6    *Referencing***

# 1 Contacts

**Mailing address** Victoria Management School  
Victoria University of Wellington  
PO Box 600, Wellington

**Course Coordinator** **Dr Eric Chong**  
**Email** Eric.Chong@vuw.ac.nz  
**Telephone** 04 463 6942

Contact the **Course Coordinator** if you:

- need to apply for an extension of time for submitting an assignment
- have issues that you are unable to discuss with the Tutorial Coordinator.

**Tutorial Coordinator** **Deborah Kelly**  
**Email** Deborah.Kelly@vuw.ac.nz  
**Telephone** 04 463 6968

Contact the **Tutorial Coordinator** if you:

- experience problems with the administration of the paper
- are unable to make contact with your tutor
- have issues that you are unable to discuss with your tutor

## **Tutor**

Your tutor is the person you will have the most contact with. **Your tutor's name and contact details are in the front of your folder.**

Your tutor will get in touch with you in the first two weeks of the course to establish contact details. They will want to talk to you about the material in the first module and make arrangements for regular contact throughout the rest of the course - probably every two or three weeks. Of course, if you have any questions or problems at any other time don't hesitate to contact your tutor directly.

It is **your tutor's** job to

- answer any general questions about academic aspects of the course, about Victoria University and University procedures
- help you to work through the study material in a timely fashion
- deal with any questions and problems that you have relating to the material or the assignments
- mark your assignments and give you constructive feedback
- generally provide a supportive contact within the University.

It is **your** responsibility to

- read all the material and do all the self-assessment exercises - your tutor will help but cannot do it for you
- do the assignments – your tutor can help by discussing the material with you
- apply to the **Course Coordinator** (not to your tutor) for an extension of time for an assignment – read more about that later in the assessment section.

## **Student Learning Support Service**

You can contact this service at any time for guidance on study routines, assistance with writing and referencing and confidential feedback on any aspect of study or academic performance.

Contact:

**Jan Stewart**, Student Learning Support Service

**Telephone:** 04 463 5995

**Mobile:** 021 251 4121

**Fax:** 04 463 5400

## **Kaiwawao Maori**

This service provides social and academic support for Maori students.

**Telephone:** 04 463 6001

**Email:** [kaiwawao-maori@vuw.ac.nz](mailto:kaiwawao-maori@vuw.ac.nz)

## **Victoria University Counselling Service**

For support and information around academic work. This is not an emergency service. You will receive a reply within 72 hours.

**Email:** [counselling-service@vuw.ac.nz](mailto:counselling-service@vuw.ac.nz)

## **VUW library services for distance students**

**Telephone:** 04 463 5694

**Email:** [lending-distance@vuw.ac.nz](mailto:lending-distance@vuw.ac.nz)

**Fax:** 04 463 6663

**Post:** Distance Lending Services

VUW Library

PO Box 3438

Wellington

**Website:** <http://www.vuw.ac.nz/library/>

## ***University information***

### **Calendar**

Note carefully the following dates for this trimester.

**4 July** Start of trimester. You will be able to contact the course administrator and your tutor from this date. Your tutor will contact you by 15 July.

**22 July** Deadline for withdrawing from this course with full refund of fees.

**16 September** Deadline for withdrawing from this course without a refund. Students who notify the university that they wish to withdraw after this date are regarded as having failed the course, unless the Associate Dean subsequently gives approval to withdraw.

## **General university policies and statutes**

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

## **Student conduct and staff conduct**

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at:

<http://www.vuw.ac.nz/policy/StudentConduct>

The policy on Staff Conduct can be found on the VUW website at:

[www.vuw.ac.nz/policy/StaffConduct](http://www.vuw.ac.nz/policy/StaffConduct) <http://www.vuw.ac.nz/policy/StaffConduct>

## **Academic grievances**

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, contact the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

<http://www.vuw.ac.nz/policy/AcademicGrievances>

## **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. Plagiarism is **prohibited** at Victoria University of Wellington.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

*Someone else's work* means **anything** that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

### **Plagiarism is not worth the risk**

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct [www.vuw.ac.nz/policy/studentconduct](http://www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at:

[www.vuw.ac.nz/home/studying/plagiarism.html](http://www.vuw.ac.nz/home/studying/plagiarism.html)  
<http://www.vuw.ac.nz/home/studying/plagiarism.html>

### **Students with disabilities**

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course

requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz) <mailto:disability@vuw.ac.nz>. The name of your School's Disability Liaison Person is Adrienne McGovern-Wilson, Telephone 463 -5537.

### **Evaluation of courses**

All students have the opportunity to give feedback on all the courses they study. At the end of the course you will receive an evaluation questionnaire that asks you to comment on such areas as course organization, presentation, assessments and activities, the feedback you receive and the workload. There is also space for you to make general constructive comments. However, if you have any comments or concerns about the course we also encourage you to contact the Course Coordinator during the course.

## 2 Course content and resources

### ***Course objectives***

When you have completed this course, you should be able to:

- describe the key concepts of effective managers and organisations
- identify key management issues in managing organisations
- analyse a managerial issue and provide recommendations on a course of action
- describe how to organise staff for maximum effectiveness
  
- describe the critical steps a manager should take to introduce new ideas into a workplace and/or the marketplace
- describe the factors that impact on informing organisational behaviour
- select appropriate process for managerial decision-making
- demonstrate the major components of strategic planning.

### ***Course content***

This course is divided into 6 modules.

#### **Module 1: Introduction**

This module explores pioneering people and ideas in the field and discusses the challenges of managing today's organisations. It then explores the importance of the organisational environment to management and focuses on social responsibility and ethics in management.

#### **Module 2: Planning and decision-making**

This module explores two key management functions. It begins by addressing the managerial decision-making process. Within this process, it goes on to discuss establishing organisational goals and plans, strategic management and promoting innovation in organisations.

#### **Module 3: Organising**

This module concentrates on identifying the basic element of organisation culture and organisation design. It then goes on to explore how human resources management plays a crucial role in the effective operation of organisations.



### **Module 4: Leading**

This module narrows the focus and provides a detailed examination of theories, practices and research on leadership, motivation, communication and managing groups.

### **Module 5: Controlling**

This module focuses on control in organisations.

### **Module 6: Across all functions**

This module looks at key concepts and theories of international management.

## Resources

### Required readings



Each module consists of a number of sections and these sections correspond to the chapters of the course textbook. The required course textbook is:

Bartol, K., Tein, M., Matthews, G., & Martin, D. (2003). *Management: A Pacific Rim Focus*. (Enhanced edition). Macquarie, NSW: McGraw-Hill Australia.

If you haven't already done so, you can order this textbook

**Online:** [www.bookcentre.co.nz](http://www.bookcentre.co.nz)

**Fax:** 04 471 2124

**Email:** [Victoria-book-centre@vuw.co.nz](mailto:Victoria-book-centre@vuw.co.nz)



You'll find a DVD in the front pocket of this folder. You'll need to watch this for two of your assignments – the conversations (refer to pages 20-22).

### Internet access

You need to be able to access the Internet to access MGMT101 online. Contact your tutor if you do not have use of a computer with internet access.

**Note:** Police staff in the Victoria-Police Education Programme (VPEP) will find a NZ Police document included in the front pocket of this folder that outlines procedures for the use of information technology at work. It is important that you seek the required approval at the commencement of your study if you are unable to access the Internet through a computer at home.

## **MGMT101 on Blackboard**

To see how Blackboard works log on to the MGMT101 on Blackboard during the first week of the course - information on how to do this is at the front of your study folder. During the course you will be guided by your tutor on when to access Blackboard for the following purposes:

***Announcements:*** This is where the Course Coordinator will post announcements from time to time regarding the course, assessment and the examination. When you first access Blackboard there will be an announcement for you to read from the Course Coordinator.

***Discussion Board:*** This is where Blackboard puts you in touch with other distance students. It provides an open forum where you can help and support to each other, share resources and discuss ideas within your tutorial groups. Your tutor will contribute to this but you should also feel free to initiate discussion.

### 3 Study skills

The modules are designed for you to read along with the textbook. These include activities and further reading. The purpose of these activities is to

- help you with your reading by highlighting key aspects of the material
- enable you to test your understanding of the material
- help you complete activities based on the material.

To get the best out of the materials and questions

- read through each block of material fairly rapidly to start with
- make sure that you've got the general sense of it
- look at the questions and reread the material more carefully keeping the questions in mind and making sure that you can answer them
- note down what you think the answers to the questions are. This will give you practice in dealing with these sorts of issues and expressing your ideas on paper in a coherent way. It will also help fix the material in your mind.

As you work through your study folder you will come across the following.



Read the relevant pages from the course textbook. As you read make brief notes or highlight important points or ideas. Note taking will help you remember what you are reading.



Read additional resource material provided at the back of each chapter. These generally focus on the practice of the topic in diverse cultural settings.

**Illustrations** They highlight the application of the relevant topic area to real-life business situations.

**Implications for you** This is how best practice of management concepts and theories affects you.

## **Activity**

Each section includes several activities. These are designed to develop your understanding of the material and its application. Space has been left for you to write down your thoughts and responses to the activities.

If you have problems with the questions or have doubts about the answers you have come up with, talk to your tutor about it. You need to keep up with the material and deal with any problems as you work through it.



These are assessment tasks.

## 4 Workload and key dates

### ***Course duration***

The course is from 4 July to 7 October 2005 and the study and exam period is from 10 October to 4 November 2005.

Expect to spend a minimum of 12 hours per week on study for the course. This includes time for

- working through the course notes (and further reading)
- completing the readings from the textbook
- working through the activities
- preparing and writing the assessment tasks.

The length of time you need to complete each module will depend very much on your own circumstances and study habits. You may complete some parts of the course more quickly than others or spend longer on some assignments than others. Whatever way you study, aim to keep up to date and work through the course steadily. Generally aim to spend the first two weeks of a module working through the course materials and the remainder working on your assignment.

You'll find a detailed description of the assessment task schedule for the course in section on *Assessment and assignments* but there is an overview of the course in the table on the next page.

Note in particular

- how the sections within each module match the textbook chapters
- the dates you should aim to complete each section to ensure you complete all the reading by the end of the course
- **the dates when your activities and assessment tasks are due at the university.**

## Course overview

Module	Chapter of textbook	Complete module by	Assessment task due dates (conversations and journal entries)
<b>1 Introduction</b>	1 The challenge of management	29 July	
	2 Pioneering ideas in management		
	3 Understanding internal and external environments		
	4 Social responsibility and ethics in management		
<b>2 Planning and decision making</b>	5 Managerial decision making	19 August	<b>Journal 1 5 August</b>
	6 Establishing organisational goals and plans		
	7 Strategic management		
	8 Fostering an innovative organisation		
<b>3 Organising</b>	9 Basic elements of organisation design	9 September	<b>Conv 1 2 September</b>
	10 Strategic organisation design		
	11 Human resource management		
<b>4 Leading</b>	12 Motivation	23 September	<b>Conv 2 23 September</b>
	13 Leadership		
	14 Managerial communication		
	15 Managing groups		
<b>5 Controlling</b>	16 Controlling the organisation	27 September	
<b>6 Across all functions</b>	18 International management	3 October	<b>Journal 2 5 October</b>

The exam will be 3-4 weeks after the last assignment.

## 5 Assessment and assignments

There are **three** types of assessment in this course: journal entries, conversation reports, and the exam.

### ***Allocation of marks***

#### **The journal**

This course covers 17 chapters of the textbook (it doesn't cover chapters 17 and 19). You'll write a journal entry for 15 of the 17 chapters of the textbook. These entries will be submitted in two parts. The journal assessment will comprise 40% of the course marks. Refer to pages 17-19 for more details.

#### **Conversations**

You'll organise, analyse and report on **two** conversations. Each conversation is marked out of ten and will comprise 20% of the course marks. Refer to pages 20-22 for more details.

**Together the journals and conversations make up 60% of the course assessment.**

#### **The exam**

The exam is a two-hour assessment requiring you to analyse case studies. The voluntary activities that you send in for feedback from your tutor should help you with case study analysis. The exam is worth 40% of the course.

#### **Summary**

Journals and Conversations	60%
Exam	40%
TOTAL	100%



## The assessment tasks



### Your journal

The purpose of the journal is to help you to make linkages between management theories and your personal experiences and observations. You'll do this by keeping a journal on 15 of the 17 chapters of the textbook.

### Writing your journal

- **Either** buy an 8B5 exercise book and use a double-sided page for each chapter of the textbook **or** use sheets of A4 paper (2 per chapter).
- **Either** tidily handwrite **or** word process your journal entries. Handwriting your journal allows you to produce free-flowing mind maps and add newspaper articles or other materials to your journal entries. Remember that somebody is going to have to read your writing so make it as legible as possible. We expect your journal will read like a draft, not a polished piece of work.
- Aim to write your journal entries when you've completed each section of the module. That way you won't fall behind with your work.

For each of the 15 chapters you select your journal entry will consist of two pages

- page 1 - a mind map
- page 2 - a piece of writing (no more than 400 words)

### Page 1- the mind map

Your mind map will

- present the key information from the chapter in a visual format
- show at least two additional ideas from some other source.

This activity is **not** a test of your mind mapping skills or presentation skills. It assesses your ability to pull out and order the key ideas. **Follow the next two steps:**

- ✓ **Step1** - write the main topic in the middle of a sheet of paper and brain dump your perception of the key ideas onto the page connecting your ideas to the topic title using

lines or arrows. (There is one example of a mind map on the last page of the *Study and writing guide* in the front pocket of this folder.)

- ✓ **Step 2** - in a different coloured pen or using some other distinguishing system, add at least two additional ideas from a source other than the textbook. You need to reference these sources. This will help you to research and consider other views on management.

### **Page 2 – the piece of writing**

On the next page of your journal write **no more than 400 words** applying the theory from the chapter to a personal experience, an observation or something in the news. You will be marked on your ability to apply management theory to the real world. The *journal marksheet* is on page 19 for your reference.

You'll hand in the journal twice.

**Journal Part 1**     **Due 5 August.** Journal entries for the first **five chapters** (1-5)

Marked out of 10

**Journal Part 2**     **Due 5 October.** Journal entries from **any ten** chapters from Chapters 6-16 and 18.

Marked out of 30

Total Journal marks=40

## MANAGEMENT 101 - JOURNAL MARKSHEET

STUDENT'S NAME:

PART 1/2 MARK: /10 /30

MARKER'S NAME:

**Capturing the key concepts:**

Mind maps for all chapters	10 ←———— 5 —————→ 0	Chapters not mind mapped
Mind maps demonstrates understanding	10 ←———— 5 —————→ 0	Mind maps do not demonstrate understanding

**Demonstrating familiarity with relevant theories:**

Management theories cited	10 ←———— 5 —————→ 0	Management theories absent
Evidence of understanding theories	10 ←———— 5 —————→ 0	Theories reproduced without understanding

**Adding value to the management concepts and theories:**

Additional material for each chapter	10 ←———— 5 —————→ 0	Additional material absent
Material adds value to the chapter	10 ←———— 5 —————→ 0	Material does not add value
Application of concepts to work situations	10 ←———— 5 —————→ 0	Absence of application
Application provides insights to management principles	10 ←———— 5 —————→ 0	No link between application and management principles

**Presenting information and ideas effectively:**

Logical presentation of information and ideas	10 ←———— 5 —————→ 0	Random presentation of information and ideas
Holds reader's attention	10 ←———— 5 —————→ 0	Loses reader's attention

**GENERAL COMMENTS:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**CONCLUSION - "How well does your journal demonstrate your ability to learn, research, apply and present management theory?"**

\_\_\_\_\_

Very well                      Well                      OK                      Not very well                      Not at all



## Conversations

You are required to view the Open Road DVD and to organise two *conversations* with practicing managers around the issues discussed in the DVD. You are required to write a report on these conversations. The purpose of these conversations is to enable you to:

- develop your ability to link management theory and practice
- demonstrate your managerial ability to engage constructively with other people
- enable you to explore and thoughtfully consider management issues
- develop your own insights into management.

### Conversation 1 (due 2 September)

This conversation should focus on how managerial decisions are made and goals are set in organisations.



View the On the Road DVD to get a sense of how managerial decisions are made and goals are set in Thor Industries.

Have a conversation with a person who has been in a managerial role. This can be in your organisation or any other organisation including sport, education, community group, government or business. This person can be a friend, colleague, family member, acquaintance or somebody who you admire and would like the opportunity to listen to. We have been impressed by the willingness of current and retired managers to share their wisdom with students. Ask the interviewee how decisions are made or should be made within an organisation. How should performance goals be set and performance monitored?

From this conversation, in about 1000 words, write up:

- the questions that you asked
- the key ideas from the person
- how some of the ideas relate to management theory covered in the course material
- the extent they are similar or different from the experience at Thor Industries
- what you learnt or gained from the conversation.

## Conversation 2 (due 23 September)

This conversation should focus on human resource management issues, leadership, motivation and managerial communication.

Have a conversation with two or more people with a different experience than your own, or whose organisation requires them to take a different viewpoint. For example, they may be of a different culture, gender, background, age, or have a disability such as occupational overuse syndrome, poor eyesight or mobility. Or, they may work in an organisation that requires them to work closely with people who are in some ways different from you, such as a play centre, Marae, work trust, or multicultural factory floor. You need to find people who can help you to explore alternative viewpoints on management, and to hone your thinking on how you would address those differences.



The On the Road DVD provides an insight into human resource management, leadership and motivational issues. Ask the people how these issues are handled in their environment. Observe for differences from the Thor Industries experience and from the course material.

From this conversation, in about 1000 words, write up:

- your preparation for this conversation with more than one person
- the main differences in managing people from different backgrounds
- how some of the discussion points relate to human resource management, motivation and leadership theories covered in the course
- what you learnt or gained from the conversation

**MGMT 101 – CONVERSATIONS**

**STUDENT'S NAME:**

**MARK: /10**

**MARKER'S NAME:**

**Preparing for the conversation:**

Evidence of a plan for the conversation	10 ← 5 → 0	Absence of a plan for the conversation
---	------------	--

**Conducting the conversation:**

Evidence of ability to draw out valuable information	10 ← 5 → 0	No evidence of ability to draw out valuable information
--	------------	---

**Understanding and applying relevant theories:**

Appropriate theories related to the conversation cited	10 ← 5 → 0	Theories absent
Evidence of understanding the theories	10 ← 5 → 0	No evidence of understanding
Insights into management practice	10 ← 5 → 0	No insights

**Presenting the learning from the conversation:**

Clear description of the Person(s) position, expertise and circumstances	10 ← 5 → 0	No description of the person(s)
Logical presentation of information	10 ← 5 → 0	Random presentation of information
Indication of learning from the conversation	10 ← 5 → 0	No indication of learning
Holds reader's attention	10 ← 5 → 0	Loses reader's attention
Close to the word limit	10 ← 5 → 0	Too long/short

**GENERAL COMMENTS:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**CONCLUSION – To what extent did the conversation/s generate insights into management?**

\_\_\_\_\_ |  
 Brilliantly well      Well      OK      Not very well      Poorly

## ***Mandatory course requirements***

In order to pass this course, you **must**

- achieve a final mark of at least 50% in the course (a grade of C or above) **and**
- submit two conversation write-ups, both parts of the journal and complete the examination. If you do not meet this requirement, ***you will not pass the course even if your marks exceed 50%.***

## ***Submitting assessment tasks***

Note carefully the due date for each of your assessment tasks. You must dispatch each one in time **to ensure it arrives at the university on or before the due date.** It is **your responsibility** to ensure that your assignments arrive at the University on or before the due date.

### **By post**

If you are **posting** your journal or sending it by **courier**, complete and attach a **cover sheet** to the front of it. You'll find these cover sheets in the front of your folder. Use one of the labels supplied and send your assignment to:

Victoria Management School  
10<sup>th</sup> Floor Rutherford House  
Victoria University of Wellington  
P O Box 600  
WELLINGTON

Attach the label to the front of the envelope and write the name of your tutor in the space provided.

**Keep your own electronic or hard copy of all your journal entries just in case they are lost in the post.**

## **By email**

You can email your assignments, however for the journals you may need to present the mind map portion of it as a list of ideas in a table format rather than in a traditional mind map format. **Send it as an attachment** on or before the due date to the **Tutorial Coordinator** (refer to page 2 for email address).

Emailed submissions will be acknowledged. If you do not receive an acknowledgement within 24 hours of dispatch, **it is your responsibility to contact the Tutorial Coordinator** to ensure that we have actually received the assignment.

- Write your assignment as a Word document.
- The first page of your assignment document should contain your name, ID number, address, phone number, email address, the assignment number, an accurate word count and title.
- **Enter in the subject line** of the email the **course code**, the **assignment number** and **your name and ID number**, for example

**MGMT 101: Journal 1, your name, ID200012345**

- Attach the assignment document to your email and send.

**Faxed** assignments will **not** be accepted.

Hand-delivered assignments are to be delivered to the Victoria Management School, Level 10 Reception, by **4pm** on the due date.

## **Late assignments**

Assignments which arrive **after** the due date without an approved extension, will incur a penalty of 5% of the marks available for that piece of work for each 24-hour period (one day) up to and including 72 hours (three days) past the due date. Work that is more than 72 hours (three days) late will not be accepted unless an extension has been granted.



## **Extensions**

If, you are unable to submit the assignment on time you must apply, **before the due date**, to the Course Coordinator for an extension of time. Extensions may only be granted where some unexpected event outside your control prevents you from completing the assignment on time.

Examples of situations where an extension will be considered include medical conditions, bereavement and emergencies at work. Lack of organisation, word-processing failures, pressure of work or annual leave are not considered grounds for an extension to be granted.

In granting an extension, the Course Coordinator will usually require written evidence of the event that has prevented you from completing the work on time.

## **Te Reo Maori**

It is possible to submit the assignments in Te Reo Maori. If you intend to submit work in Te Reo, please notify the Course Coordinator within the first two weeks of the course.

## **Marking and marker's guides**

Normally your marked assignments will be mailed back to you within two weeks of the due date with feedback and a marker's guide. Assignments that are emailed will be marked using the 'Insert Comment' facility under the 'Insert' menu in Word and emailed back to you with a completed mark sheet.

## 6 Referencing

Use of other people's ideas and material must be acknowledged. There are many different styles of referencing and the Faculty of Commerce and Administration at Victoria University of Wellington 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/resources/virtualref.shtml#style>