

Victoria Management School
**MGMT317 Organisational Innovation and
Change**

Trimester 1 2006

COURSE OUTLINE

Contact Details

A/Professor Dai Gilbertson PhD JP FANZAM

Room: RH 905, Rutherford House
Phone: 463-5145
Email: Dai.Gilbertson@vuw.ac.nz
Tutorial Hour: 12.30-13.30 Tuesday RH 905

Deb Gilbertson

SIFE Leader

Room: RH 905, Rutherford House
Phone: 463-5145
Email: Deb.Gilbertson@paradise.net.nz
Tutorial Hour: 11.30-12.30 Thursday RH 905

Administration

Tricia Lapham

Room: RH 919, Rutherford House
Phone: 463-5381
Email: tricia.lapham@vuw.ac.nz

Class Times and Room Numbers

Lecture: GB LT3 - Wednesday 10.30-12.20
Workshop: GB LT3 - Thursday 10.30-11.20
Tutorial Hours: Wednesday 12.30 -13.30 - RH 905 with Dr Gilbertson
Thursday 11.30 - 12.30 - RH 905 with Deb Gilbertson

Course Objectives

This course is theory, research and experience based and, as an elective, will require a high degree of commitment from all parties. The course will use many strategies to achieve the learning objectives - case studies blended with staff and visitor presentations and a highly involving, applied project. Students will be fully responsible for their learning.

This year Victoria Management School (VMS) is funding an experiment whereby MGMT 317 students will join with other schools throughout the world in an international competition. The finalists will have a funded trip. The requirements of the SIFE programme have been meshed with the academic objectives of VMS.

This course is designed for students who wish to take new ideas and make them happen via the SIFE Project. A key emphasis this year will be the development of real projects with real deliverables and presentations that will be judged by a NZ National Panel. A course team will be selected by the SIFE Leader and will be funded to attend the national championships and, if they win, will be funded to go to the international championship.

Participants in this course come from a wide range of backgrounds - science, commerce, arts, law, public policy and architecture. This provides fertile ground for the exchange of ideas and experiences.

The course aims to *stretch* the student towards forming their own conclusions and insights. **Regurgitating the work of others is not a valued outcome.** Personal insight based on sound analysis is highly valued.

Specific Learning Outcomes Linked to Assessment

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

- Manage a process to generate creative ideas by doing so and then reflecting within your group and in the Workshop sessions on the process used.
- Understand, by experiencing, the process of innovation and leading ideas through all phases from idea conception to adoption and diffusion – ‘making ideas happen’ by completing a project and competing in the VMS competition and possibly the national and international competitions of SIFE.
- Create an environment that helps build a creative and task focused culture that builds on the notion of ‘Black Magic’ by contributing to the SIFE Project.
- Learn, practice and enhance personal and managerial skills by completing and presenting a SIFE project. Weekly feedback to case presenters about academic content, presentation skills and insights will be given in the class sessions.
- Be able to investigate and report on our research quest to discover ‘*what it takes to be a successful entrepreneur in New Zealand*’ by synthesising all of the textbook, CD, NZ cases and your own experiences.

Course Content

Read the assigned chapters of the text, consider the Mind Stretcher sections and specific exercises indicated. Read the assigned cases(s). Remember to come to class prepared to give case presentation(s) and to present or engage in Mindstretchers and Exercises.

No	Date	Cases in the Winsley text	Timmons Chapter s	Timmons Exercises
1	1 March	Introductory lecture, course administration	1 & 2	
2	8 March	ASDi	3 & 4	Mindstretcher p 71
3	15 March	Kiwifruit Wine Research The Warehouse	5 & 6	Opportunity profile p 124 for SIFE Venture
4	22 March	Ruakura Milk Harvester Research Seaworks	7 & 8	Mindstretcher p 263
5	29 March	FP4000 Intelligent Fire Alarm	9 & 10	Mindstretcher p 313
6	5 April	Alatal 821	11	Exercise p 366
7	26 April	Loin Boner	12	Mindstretcher p.405
8	3 May	Research http://www.nzte.govt.nz/ <i>Focus on business development and world class New Zealand sections</i>	Skim 13-16	
9	10 May	Treotek	17	Mindstretcher p.548
10	17 May	GS2085	18	Mindstretcher p.589
11	24 May	XAB 17 Beacon	19	Mindstretcher p.614
12	31 May	Greenweld	20	Exercise p.648
13	1 June	Dual Fuel and SIFE rehearsals		

Readings

Both the following books are required :

- Timmons, J., & Spinelli,S. (2003). *New Venture Creation*. Boston: McGraw Hill.

- Winsley, P., Gilbertson, D., & Couchman, P. (2001) *Managing Innovation in New Zealand* (Vol 3.). Palmerston North: Dunmore.

Students will be responsible for mastering the ‘*New Venture Creation*’ text that has a detailed supporting *New Business Mentor CD* with templates of plans that will be used in the SIFE project. This text will be used as a comprehensive learning resource that is combined with the **PowerWeb** website and the supporting Executive Summaries of chapters, questions and self-quizzes, articles and video clips. This learning package is state-of-the art and though American, it is easily adaptable to the NZ context and the CD is based on the work of the *Kauffman Centre for Entrepreneurial Leadership* with whom we are developing academic links.

Research cases will form the bulk of in class work and students will be called upon to present their findings based on the original cases in the ‘*Innovation and Management in New Zealand*’ text and the case updates that were completed this summer which are located on our MGMT317 Blackboard site.

Students must come to each class session prepared to give a Powerpoint case presentation that covers:

- the key learning points and insights from the assigned case
- their application to their SIFE Project
- their application to New Zealand
- also, students must have a hard copy for hand-in.

Remember that we are on a research quest to discover ‘*what it takes to be a successful entrepreneur*’.

Assessment Requirements

All students must hand in both a hard copy and an electronic copy of all assessments (that may be sent through ‘Turn-it-in.com. for plagiarism tests) and must keep an electronic copy of their work on a suitable storage device in case of computer problems so that staff are not faced with ‘computer crashing’ as a reason for lateness.

All assignments to be placed in Box 28, Mezzanine Floor of Rutherford House.

There will be three assignments:

The SIFE Feasibility Report (based on the CD template etc)	30%
Application of Entrepreneurship Principles	20%
Innovation Report (in four parts)	50%

Details of each assignment follow:

The SIFE Reports 30% (15% each)

There will be two items of assessment relating to the SIFE project. The team is to write a report that is to be marked in two halves:

A. Project Planning - 15%. Hand in April 8, by 12.00 noon, Assignment Box 28 Mezzanine Floor, RH.

Write a report that covers:

- Executive summary

- Project concept
- Project aims
- Market evaluation
- Financial projections
- Other factors affecting this project, eg intellectual property, strategic alliances.

Each member of the team is to hand in the Project Planning Team Contribution sheet that presents his or her perception of the level of contribution of each member of the team. Students will receive an individual mark for their work that reflects the quality of the report and their level of contribution to the production of the report.

B. Project Implementation - 15%. Hand in June 3, by 12.00 noon, Assignment Box 28, Mezzanine Floor, RH.

Write a report that covers:

- Executive summary
- What was achieved, including how results are measured
- How was it achieved
- Use of business advisors
- A storyboard of how the project will be presented in 24 minutes.

Each member of the team is to hand in the Project Implementation Team Contribution Sheet that presents his or her perception of the level of contribution of each member of the team. Students will receive an individual mark for their work that reflects the quality of the report, the quality of the project, the impact of the project, and their level of contribution to the team effort.

Students will form into teams of three to six students. The team is to choose a project to plan and implement that would meet the criteria of the SIFE competition. Working in groups is an essential skill for management students. The SIFE programme and the supporting workshops provide a vehicle to develop and hone these group skills. Students will gain assistance with team building and conflict resolution in the Workshop programme.

Team Issues

Most teams work very well, but sometimes difficulties arise. An important entrepreneurial skill is to constructively raise issues and seek to resolve them. If there is an irreconcilable breakdown in a team, it is possible for a negotiated solution to be found so all students can demonstrate their learning and achievement. This may include a member being invited to join another team or a subgroup developing a new aspect of the project. The system of each member providing a team contribution sheet that enables an individual mark to be given for assessed work should minimize the issues associated with non performance of a team member. The Workshop Leader, Deb Gilbertson must be informed of any major difficulties immediately by email so that an intervention strategy can be implemented.

In the event of a major team dispute students need to :

- Raise the issue with affected students.
- Apply problem solving and conflict resolution skills to resolve the issue.
- If the issue is not satisfactorily resolved contact Deb Gilbertson immediately.
- Meet with Deb Gilbertson as a team.

Some projects will be progressed but not be completed in the course timeframe. Complexity of the project will be taken account of in such cases. Illness of a student, team difficulties or other factors beyond the control of the student may also contribute to non completion of a project. Individual grades are not solely dependant on the the outcome achieved. Marking will take account of individual effort, challenges of the project, the student's response to those challenges and progress made.

Please keep a brief log or diary of your SIFE hours, team member inputs and milestones as if you were a consultant. A model log/diary is attached. This log must be available at all times. Include team meeting time as well as time spent on the SIFE project working on your own. Do not include travel time.

The criteria for marking the projects are similar but with a different emphasis to the SIFE criteria and is based on the UTDC guidelines for group work. The group project will contribute to the final grade and will result in an 'individual grade'.

Application of Entrepreneurship Principles - 20%. Hand in June 4, 11.30am, Assignment Box 28, Mezzanine Floor, RH.

Write two stories on less than one typed page on how you have applied the principles and/or skills taught in workshop sessions two to ten (i.e. nine workshop sessions). The application can be for this course or other aspects of your life. Reflect on these experiences demonstrating your thoughtfulness, insight and judgment.

Innovation Report - 50%. Hand in May 31, 12.00 noon, Assignment Box 28, Mezzanine Floor, RH.

The educational purpose of the Innovation Report is to help you make the direct linkages between what is being taught in class, workshops and tutorials and your personal experiences and observations. Each week you will be attending lectures, completing assigned and other reading, case analyses and a SIFE workshop. You will also be reading the latest business news and checking web-based resources on innovation. You will need to synthesise all of these opportunities for learning, list unanswered questions, and finally come up with your insights about the particular topic and then complete the learning loop by suggesting ways that your insights can be applied.

All students must complete all sections of the Innovation Report.

There are four parts of your Innovation Report and all four parts of the report must be passed, that is by gaining 40% of the marks for each section.

PART A – weekly case analysis

Label a section of your Innovation Report with **Weekly Case Analysis** and insert your Powerpoint presentation and your one page set of notes linked to the points made in your presentation.

15 Marks

PART B - composite case mindmap

Using something like a sheet of A3 paper develop a **Composite Case Mindmap** about the various issues you have identified in cases you have studied. Add to this composite mindmap each week from your weekly case presentations and then you can re-organise your data to come

up with a polished composite or overall mindmap. Add an 'Executive Summary' to answer the question 'So what are the key insights you have derived from the cases of innovation in New Zealand?'

10 Marks

PART C – weekly insights

Label another section of your Innovation Report as **Weekly Insights**. Construct all of the insights from your various activities and readings of that week and list them down in bullet points with explanatory notes.

10 Marks

PART D – the research question

Prepare an expanded Powerpoint presentation (with explanatory notes) identifying, from your course materials and your own SIFE experiences 'what it takes to be a successful entrepreneur in New Zealand'.

15 Marks

The Innovation Reports are expected to be typewritten, single spaced, 12 point, Times New Roman. The referencing style must be APA.

Mindmaps can be drawn in Powerpoint or if necessary by hand. If handwritten, please remember that a staff member is going to have to read your writing so make it as legible as possible.

Use your presentation skills to ensure that all sections are clearly labelled and well presented. Note that marks will be deducted for poor presentation.

Penalties

Late assignments will have their mark reduced by 5 marks for each day it is overdue unless there is a very good reason why it was late. If you have a reason, then provide evidence such as a certificate from your doctor in advance if at all possible. Assignments that are over a week late will not be accepted and will be marked as a 'fail'. Students who fail to satisfy the mandatory requirements for passing this course, other than the requirement to obtain a C grade overall, will not receive a graded result, and their records will show an ungraded fail.

Mandatory Course Requirements

To fulfill the mandatory requirements for this course you must:

Attend all of the lectures and sign the Class Register.

Attend all workshops and sign the Class Register.

Submit all assignments by the due date.

An email note explaining absence from class is required within one week of failure to attend.

Students who satisfy the above requirements but do not gain at least 40% of the possible mark for each assessment will receive a graded 'fail' that is, 'D', 'E', or 'F'.

Communication of Additional Information

This course uses the Blackboard system that you must consult frequently:

<http://www.blackboard.vuw.ac.nz/>

Students must ensure that they have a current SCS account. Note that you can form an email group with your team member names included.

If you wish to email staff you must adhere to the following format as Outlook Rules have been set up to exclude unknown messages and SPAM:

- Include the course code, your name, student number, and SIFE group
- Example: *MGMT317, Dai Gilbertson, 30001947, SIFE 8*

You can meet the staff at the tutorial times allocated without appointment. All other meetings require an appointment by sending a 'Request Meeting' email with the topic stated.

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/resources/virtualref.shtml#style>).

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.

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: 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.

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, see 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:

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.

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) 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.

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. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network.

If you would like to register as a mentor or mentee please contact the coordinator.

Where:

Melissa Dunlop
Programme Coordinator
Room 109 D
14 Kelburn Parade: back courtyard
Ph: (04) 463 6015
Email: Maori-Pacific-Mentoring@vuw.ac.nz

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.