

Victoria Management School

MGMT 318 ORGANISATIONAL ANALYSIS AND DESIGN

Trimester Two 2006

COURSE OUTLINE

1. CONTACT DETAILS

Teaching Staff:

Professor John Brocklesby (JB)

Course Coordinator

Room: RH 906

Phone: 4635136

Email: john.brocklesby@vuw.ac.nz

Dr. Todd Bridgman (TB)

Room: RH 903

Phone: 4635137

Email: todd.bridgman@vuw.ac.nz

Tutorial coordinators

Garry Tansley – Evelyn Inkster

Room: RH 120, Rutherford House

Phone: 4636968

Email: garry.tansley@vuw.ac.nz

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

Students wishing to contact staff by email should follow these instructions:

1. Use your student account. Do not use other work or private e-mail accounts.
2. Include the Course Code, your Name, your Student ID and the Topic in the subject area of the email. For example:

MGMT318_Rooney_Victoria_3000223344_Ass Query

The University ITS system is configured to classify Email correspondence that does not conform to these instructions as Spam and it will not reach the staff member concerned.

2. CLASS TIMES AND ROOM NUMBERS

Lecture: GBLT1 – Tuesday 13.40-15.30 pm.

Workshop: There is no formal workshop programme for this paper. However informal non-assessable and voluntary workshops may be held from time to time.

Final examination period Oct 16 – Nov 12 2006

3. TUTORIALS

The Tutorial program begins in week 3 and you must attend 6 of the 9 scheduled tutorials to make terms. Those who do not satisfy this mandatory requirement cannot sit the final examination.

Tutorials are scheduled for Mondays, Wednesdays and Fridays. Instructions on the times and places that tutorials will be held and on the sign up process will be communicated during the first lecture. Requests cannot be taken by phone or e-mail.

4. EXPECTED WORKLOAD

Students can expect the total workload to be approximately 8 hours work including class times.

5. COURSE OBJECTIVES

MGMT 318 aims to provide an advanced examination of selected issues in organisational analysis and organisation theory. The course largely operates at the macro level with an emphasis on organisations as a whole and the practical application of organisation theory. It builds upon the individual and social aspects of organisational behaviour covered in MGMT 202.

Today organisation theory is in a state of flux. Traditional modern scientific and mechanistic approaches to organisation are increasingly being questioned, and alternative approaches have gathered support. There is no longer one accepted 'best' way to analyse, design, or intervene in organisations, and the field is now characterised by much debate among proponents of a diverse range of perspectives. This course aims to engage students in these debates.

Upon completion of this course, students should:

- be able to **describe**, and have a **working knowledge** of, organisational theories and approaches relating to each of the topics presented in the course;
- be able to **critically question** and **evaluate** the applicability of these concepts in particular organisational settings, and, based on such critical evaluations, **formulate** their own informed views regarding the various theories and approaches presented in this course;

- and, be able to develop logically **coherent** and **convincing** arguments for their views, and effectively **present** these views to others.

6. COURSE SCHEDULE

Week 1 July 11 (JB). Analysing organizations : metaphors, paradigms, explanations. Reading: Morgan, Chapter 1

Week 2 July 18 (JB). The dominant orthodoxy : organizations as machines/the structural frame. Reading: Morgan, Chapter 2

Week 3 July 25 JB. Beyond structure : organizations as organisms. Reading: Morgan, Chapter 3

Week 4 Aug 1 (JB). Extending the organic frame : organizations as systems. Reading: Morgan, Chapter 4

Week 5 Aug 8 (JB). Logics of change and decision making : organizations as cognitive systems. Reading: Morgan, Chapter 8

Week 6 Aug 15 (TB). Organisations as psychic prisons. Reading: Morgan, Chapter 7

Mid Term break

Weeks 7/8 Sept 5/12th. (JB) Power, interests and conflict : organizations as political and negotiated arenas. Reading: Morgan, Chapter 6

Week 9 Sept 19 (JB). Making decisions and bringing about change : organizations as ethical systems. Reading: Morgan, Chapter 9

Weeks 10 and 11 Sept 26 and Oct 3 (TB). Systems of belief and meaning : organizations as cultures. Reading: Morgan, Chapter 5

Week 12 Oct 10 (JB/TB) Review

7. READINGS

Textbook: G.Morgan, 'Images of Organization' Sage 2006 Edition.

Additional readings will be handed out in class on a weekly basis.

8. COURSE ASSESSMENT

The course will be assessed by:

1. Tutorial participation (10%)

While each of the MGMT 318 tutors may have different teaching styles and philosophies (which they will outline to you in the first tutorial), they 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 topic 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 topic 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 topic 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 six** tutorials.

2. **Exercise worth 15%.** Details will be forthcoming during lectures.
3. **Essay/report worth 25%.** Details will be forthcoming during lectures.
4. **Closed-book 3-hour examination (50%).**

9. EXTENSIONS

Write two copies of a note requesting an extension and send this to the tutorial coordinator, including the following details:

Name: Stephen Gerrard
Student ID: 30000000001
Extension: Please may I have an extension for xxxx reasons.
Agreed Date:
Signed:

We do not need personal details, but a doctor's certificate is required for extensions sought on medical grounds. Only the tutorial coordinator (in consultation with the course coordinator) can grant the extension. We will mutually agree with you on the hand in time and will sign both copies. We will keep one copy and you will need to attach the other copy to your assignment when it is handed in. Occasionally students are unable to hand in this note. In this situation you may email the tutorial coordinator and, if satisfied, we will email a return note agreeing on a date to hand it in. Print this note out and attach it to your assignment. No extensions will be granted for applications made after the due date and time.

10. POLICY AND PROCEDURE FOR REMARKING

Every endeavour is made to ensure that the marking is consistent across tutors and fair to students.

Students may ask for work to be remarked. In this circumstance a different tutor than the original marker will do the remarking. The original marking sheet is removed to aid in the process being fair. If the mark differs by 10% or less the student will receive the average of the two marks. If the difference between the two marks is greater than 10% the assignment will be independently marked by a third marker and the average of the closest two marks will be awarded to the student.

To apply for a remark, write a note on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this in with your assignment to the tutorial coordinator. By applying for a remark you must accept that your mark could go either up or down. Applications for remarks close one week after the return date and time. Allow up to two weeks for remarks to be completed.

There can be no remarks for tutorial contribution.

11. PENALTIES

In fairness to students who hand work in on time there will be a daily penalty deduction of 1 mark out of 15 for the exercise, and 2 marks out of 30 for the report/essay.

12. MANDATORY COURSE REQUIREMENTS

A mandatory requirement is that you attend at least 6 of the 9 tutorials. In order to pass the course you are required to obtain at least fifty percent of the overall course marks available.

13. COMMUNICATION OF ADDITIONAL INFORMATION

Additional information will be conveyed to students during lectures.

Faculty of Commerce and Administration Offices

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

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (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.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).

- Examinations-related information during the examination period.

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

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy 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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at 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. 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 student 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 penalised severely. Consequences of being found guilty of plagiarism can include:

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

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

Students with Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta
Room 210, Level 2
Railway West Wing
Tel. (04) 463 8997
Email: Puawai.Wereta@vuw.ac.nz

Fa'afai Seiuli
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5842
Email: Faafoi.Seiuli@vuw.ac.nz