

Victoria Management School

MGMT317 Organisational Innovation and Change

Trimester 1 2007

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: 2.30-3.30 RH 905

Deb Gilbertson

SIFE Workshop Leader

Room: RH 905, Rutherford House
Phone: 5895011
Email: Deb@windeaters.co.nz
Tutorial Hour: 2.30-3.30 RH 905

Administration

Tricia Lapham

Room: RH 919, Rutherford House
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Class Times and Room Numbers

Lecture: RH3 – Thursday 3.30-5.30
Workshop: RH3 – Friday 3.30-4.30
Tutorial Hours: Thursday 2.30- RH 905 with Dr Dai Gilbertson
Friday 2.30 – 3.30 - RH 905 with Deb Gilbertson

Introduction

This course is project-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 – on-line case studies blended with staff and visitor presentations and a highly involving, applied project. Students will be fully responsible for their learning that will occur largely in small project teams as well as in the total class.

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 reports that will be presented to 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 reflexive thought and sound critical analysis is highly valued.

Programme and Course Related Objectives

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

- Manage a process to generate creative ideas by actually doing so and then reflecting within your group and in the Workshop sessions on the process used. This will demand personal *creativity* and group *creativity*. Managing *creative processes* will be vital.
- 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. This will demand personal *leadership* and a willingness to confront ones own assumptions and behaviours.
- *Critically analyse* information, ideas, problems and questions, synthesise the data and come up with specific recommendations.
- 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. *Communicating* to multiple audiences will require planning, practice and presentation skills.
- Be able to investigate and report on our research to discover ‘*what it takes to be a successful entrepreneur in New Zealand*’ by synthesising all of the textbook and NZ cases and of course, your own experiences. *Critical analysis and critical thinking* will be demanded in this process.

Expected Workload

Students can expect the workload to be approximately 16hrs per week (24pt course), including both scheduled contact time (lectures, tutorials, workshops) and ‘outside class’ meeting with their project teams and meeting sponsors.

Group Work

This course is embedded in project teams but there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion. Please do not work together to formulate a response and do not loan out your completed assignments.

Course Content

For each class session you will need to read in advance as follows:

1. Read the assigned chapters of the Burns text.
2. Log on to the Better By Design Case site
<http://www.betterbydesign.org.nz/casestudies/homegrown/>

Week No	Week Beginning	Main Topic	Burns Chapter	On-Line Case Study
1	1 March	Introductory lecture, challenge and project teams formed.	1	
2	8 March	Heroes and Super Heroes SIFE Team Standards for Competition	2	42 Below
3	15 March	Opportunity and Start-Up	3&4	Fisher and Paykel /The Secret video
4	22 March	Making It Happen	5	Formway, OBO
5	29 March	Developing a Business Plan/SIFE Plan	8	Funware
6	5 April	E-Business	7	Glidepath
7	26 April	Entrepreneur to Leader	9	Icebreaker
8	3 May	Growth: Success	10	Living Nature
9	10 May	Growth: Take-Off	11	MACPAC
10	17 May	Financing Small Firms	12	Methben
11	24 May	The Family Firm and The Exit	13 & 14	Orca
12	31 May	FINAL REHERSALS FOR VUW SIFE TEAM		

Textbook and On-Line Resources

The following book is required:

Burns, P. (2001). *Entrepreneurship and Small Business*. Palgrave Macmillan; New York. (ISBN 0-333-9147).

The following on-line resources must be consulted:

<http://www.betterbydesign.org.nz/casestudies/homegrown/>

On-line cases will form a vital component of in-class work and students will be called upon to present their findings.

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 of their presentation slides 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 hand-in materials are expected to be typewritten, single spaced, 12 point, Times New Roman. The referencing style must be APA.

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

Assignment	Title	% of Marks Available	Due Date
1	SIFE Report - Part A	15%	April 5 ,12 noon
2	- Part B	15%	June 1, 12 noon
3	Entrepreneurship Report	20%	June 4, 11.30am
4	Innovation Report	50%	May 31, 12 noon
	TOTAL	100	

The SIFE Reports (A and B) 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 presented in two parts:

Part A. Project Planning - 15%. Hand in April 5, 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.

Part B. Project Implementation - 15%. Hand in June 1, 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.

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 project 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 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 Dai or 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 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, observations, inputs and milestones as if you were a consultant. A model log/diary will be provided. This log must be available at all times. Include team meeting times 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.

Select nine topics from those provided in the 'Application of Entrepreneurship Principles' attachment and write two incidents or stories on how you have applied the entrepreneurship principles. Reflect on the readings and your experiences and demonstrate your thoughtfulness, insight and judgment. Each incident/story should be half a page in length.

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

15 Marks

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.

Part B - composite case mindmap

10 Marks

Using something like a sheet of A3 paper develops 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?'

Part C – weekly insights

10 Marks

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.

Part D – the research question

15 Marks

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'.

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.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to submit the three reports by the scheduled dates and times and must attend all class and workshop sessions unless an email is received outlining reasons for non-attendance. Random checks of attendance will be made.

Students who fail to satisfy the mandatory requirements for this course 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.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

Penalties- for Lateness

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late. Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Requirements**.
- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the Course Coordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Course Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.

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, Mary Jones, 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.

Grading Guidelines

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

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
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. Note this is a failing grade.

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>).

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 or go to www.vuw.ac.nz/policy.

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

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

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.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.