TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

Victoria Management School

MGMT 318 ORGANISATIONAL ANALYSIS AND DESIGN

Trimester Two 2007

COURSE OUTLINE

Contact Details

COURSE COORDINATOR
Dr Kala S Retna
Room: RH909, Rutherford House
Phone: 463 5066
Email: kala.retna@vuw.ac.nz

LECTURER
Karen Cronin
Room: RH 915
Phone: 463 6967
Email: karen.cronin@vuw.ac.nz

ADMIN ADMINISTRATOR	TUTOR CO-ORDINATOR
Tricia Lapham	Garry Tansley
Room: Rutherford House 919	Room: Rutherford House 120
Tel: 463 5381	Tel: 463 6968
Email: tricia.lapham@vuw.ac.nz	Email: Garry.Tansley@vuw.ac.nz

Class Times and Room Numbers

Lecture: Monday 2-40-4.30pm RHLT2
Commencing on 9 July 07 to 10 Oct 07

Workshop: Tuesday 12.40-1.30pm GB LT 1 (Law School)
Commencing on 17 July 07 to 1 Oct 07

Tutorials: Commencing on 24 July 07

This course has a 3-hour final examination. The examination period will be from 19 October to 10 November 2007.

Introduction

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. The course aims to engage students in these debates.

Programme and Course-related Learning Objectives

This course will provide students the opportunity:
- to develop oral and written and IT-related communication skills through
    - active participation in class discussion
    - the development and presentation of oral and written reports, using narrative, rhetoric and diagrammatic and other schema as forms of presentation
    - formal and informal classroom debate
    - individual assignments of written essays
- to develop critical and creative thinking skills through
    - exercises and assignments requiring analysis, evaluation, interpretation and synthesis
    - debate and classroom discussion on organisation theories issues
- to develop leadership skills through
    - leading group exercises: reporting on a group's activities or ideas to a class.

Overall Course Objectives

The course has several objectives, which include:
    - developing an advanced understanding of organisation theories
    - gaining an appreciation of the current thought and contemporary debates on specific concepts as discussed in the texts
    - gaining experience with using some of the tools and techniques of organisation theories

Course-related Student Learning Objectives
On successful completion of the 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;
    - 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;
    - to develop logically **coherent and convincing** arguments for their views, and effectively **present** these views to others.

Expected Workload

Students can expect the workload to be approximately 10-12 hours per week of student work, including both scheduled contact time (lectures/workshops/tutorials) and outside class.

TUTORIAL SIGNUP INSTRUCTIONS:

Requirements to use this programme you must be enrolled in the course for the tutorial you want to sign up for; and you will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded.

Instructions:
Go to the signup website at: https://signups.vuw.ac.nz and enter your SCS username and password to log into the system.

The "Signup Home" page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT 318.

MGMT 318 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A "key" is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the "ENROL" button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, you will see the "JOIN WAITLIST" button. You can click this button to join the waitlist for that tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you're enrolled into the session from a waitlist.

You can only "JOIN WAITLIST" if you have already enrolled in one of the other available sessions. In other words, "ENROL" in one session and then you can choose to join the waitlist for one (1) other preferred session.

You can choose to "WITHDRAW" from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to "CANCEL WAITLIST" to remove yourself from a particular waitlist.

A "FULL" button indicates all seats and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons in available in the "Key" section at the bottom of the signup page.

You can only "ENROL" in ONE tutorial session and "JOIN ONE (1) WAITLIST" for other tutorial sessions.

You can login and signup (or change your signup) anytime from **18 June 2007** up to **12th July 2007**. You will NOT be able to signup or change your **choice after the last date – midnight 12th July 2007.**

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on "My Signups" on the left hand menu.

Click on "Support" on the left hand menu if you are having problems.

This online signup system is available round the clock over the internet. Please make use of it to sign up for MGMT 318 tutorial before midnight, **12 July 2007.** Any requests after this date will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in exceptional circumstances and there is NO GUARANTEE that you will get your requested tutorial time.

Tutorials start on the first week of the course. As there is a maximum of 15 students per tutorial class you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard and on the Management notice board on the Mezzanine Floor of Rutherford House by **5pm, Friday, 13 July 2007.** If you have any serious problems about the allocations see the tutorial coordinator in RH120.

Individual Assignments

Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments. You will be expected and encouraged to work in groups on in-class cases.

Readings

The *required* **t**extbook is:
G. Morgan, 'Images of organization' Sage 2006 Edition.

Additional readings will be handed out in class.

Assessment Requirements

Assignment	Title	Weight	Date
1	Exercise	15%	17 August 07
2	Essay	25%	17 September 07
3	Tutorial Participation	10%	
4	Final Examination	50%	19 Oct -10 Nov 07
	TOTAL	**100%**	

1. Assignment 1 - Exercise
Due Date: 17 Aug 07   Marks 15%
Details of the assignment will be handed out in class.

2. Assignment 2 - Essay - Organisational Analysis Assignment
Due: 17 Sept 07   Marks 25%
Details of the assignment will be handed out in class.

3. Tutorial participation   Marks 10%
Guidelines will be outlined during the first tutorial.

4. Examination
Date: 19th- Oct – 10 Nov 07   Marks 50%
The examination is worth 50% of the total marks available for this course. It is closed book 3-hour examination.

Handing in assignments:

Assignments should be delivered in the MGMT 318 drop-off box on the Mezzanine level of Rutherford House. Please fill out a copy of the assignment cover sheet at the end of this course outline and attach it to the front of your assignment before handing it in. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:
a. Attend a minimum of six of the seven tutorial classes;
b. Submit two individual assignments (exercise /essay) by the scheduled date and time; **and**
c. Obtain at least 50 per cent (i.e. 25 marks out of 50) of the final examination marks available.

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 & Excessive Length of Assignments

(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 Course 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 co-ordinator, 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.
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 co-ordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
Word limits **should be adhered** to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

Grading Guidelines

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

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.

Policy on Remarking:

Every attempt is made to ensure that the marking is consistent and fair to students.
Students may ask for their written work to be remarked. A different lecturer will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third lecturer and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex C) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this, with your assignment, at Reception Level 10. Allow for up to 5 days for remarks to be completed.

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).

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at http://blackboard.vuw.ac.nz/. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.   With respect to individual student questions and concerns, given the large number of students involved in this class, it would be greatly appreciated if you could initially address your questions in tutorial sessions or by contacting your tutor. Tutors will either respond immediately, or seek clarification and then respond. In the event that your concerns are not addressed, then please contact Karen Cronin (Lessons 1-6) and Kala Retna (Lessons 7-12).

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:
Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg   MGMT 318_Smith_Alice_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

Faculty of Commerce and Administration Offices

<u>Railway West Wing (RWW) - FCA Student and Academic Services Office</u>
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.

<u>Easterfield (EA) - FCA/Education/Law Kelburn Office</u>
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.

9 July	An Overview: On the nature of metaphor and its role in understanding organisation and management Reading: chapter 1
16 July	The dominant orthodoxy: organisations as machines Reading: chapter 2
23 July	Beyond Structure: organizations as organisms Reading: chapter 3
30 July	Organizations as political systems Reading: chapter 6
6 Aug	Organizations as psychic prison Reading: chapter 7
13 Aug	Organizations as flux and transformation Reading: chapter 8

Mid Trimester Break

3 Sep	Organizations as Brains Reading: chapter 4
10 Sep	Organizations as Cultures Reading: chapter 5
17 Sep	Organizations as Cultures –cont' Reading: chapter 5
24 Sep	Organisations as instruments of domination Reading: chapter 9
1 Oct	The Challenge of metaphor Reading: chapter 10
8 Oct	Revision for Examination

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MGMT 318 Individual Assignment Cover Sheet

*Name:*_____   *Student ID:*_____

Date Due: _____   **Date Submitted: _____**

No of Words _____

I have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

*Date extension applied for:*_____

Extension granted until:_____

Extension granted by:_____

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MGMT 318
Request for re-examination of assessed work.

	Assessment affected *e.g Exercise/Essay assignment*	
Student ID	Name *As it appears in your enrolment*	
Contact Details	**Phone** _____ _____ **Email** _____	

Specify which section (criteria specified in the mark sheet) you wish to be re-examined

Note: requests to re-examine "all" criteria will not be considered.

_____

_____

_____

Clearly state why you believe each of these sections should be re-examined:
Note: "I think it is worth more," is insufficient.

_____

_____

_____

_____

_____

In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

………………………………………   ……………………………………….
          Signature   Date