

Victoria Management School

MGMT 101 Introduction to Management

Trimester Two 2008

Course Outline

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 Associate Prof **Dai Gilbertson**

Email Dai.Gilbertson@vuw.ac.nz

Telephone 04 463 5145

Contact the **Course Coordinator** if you:

- have any issues that pertain to the academic content.
- have issues that you are unable to discuss with the Programme Manager

Programme Manager **Garry Tansley**

Email Garry.Tansley@vuw.ac.nz

Telephone 04 463 6968

Contact the **Programme Manager** if you:

- experience problems with the administration of the paper
- are unable to make contact with your tutor
- need to apply for an extension of time for submitting an assignment
- 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 do not 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
- facilitate Discussion Board activities
- 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 **Programme Manager** (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: 027 563 5995

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

Pacific Support Coordinator

This service provides support to all Pacific Students at Victoria University, helping them to achieve their academic goals. A central point of contact for Pacific Students to access student services or to provide further information on services that can assist.

Contact **Fa'afō'i Seiuli**

Address 14 Kelburn Parade Room 109b

Telephone: 04 463 5842

Mobile 027 5635842

Email faafoi.seiuli@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

VUW library services for distance students

Telephone enquiries (other than requests): 0800 700002

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

Requests

The distance library team **will not** accept requests over the phone.

Refer to the brochure in the front pocket of your folder for details on how to request books or journal articles by

Post: Distance Lending Services

VUW Library

PO Box 3438

Wellington

Email: lending-distance@vuw.ac.nz

Fax: 04 463 6663

On the Electronic form at:

<http://www.vuw.ac.nz/library/forms/distance-request.aspx>

VPEP helpline

For general enquiries about the Programme, enrolment or withdrawal.

Telephone: 04 463 6943

Email: vpep@vuw.ac.nz

University information

Calendar

Note carefully the following dates for this trimester.

7 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 12 July.

18 July Students giving notice of withdrawal from a second-trimester course after this date will not receive a full refund of tuition fees.

19 September Associate Dean's approval required for withdrawal from second-trimester courses after this date.

To withdraw from a course email vpep@vuw.ac.nz

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.victoria.ac.nz/home/about/policy/students.aspx

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

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

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 students 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 penalized 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:

www.victoria.ac.nz/home/studying/plagiarism.html

Feedback on courses

All students have the opportunity to give feedback on all the courses they study. At the end of the course you will receive a questionnaire that asks you to comment on such areas as course organisation, 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 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 organisational behaviour
- select appropriate process for managerial decision-making
- demonstrate the major components of strategic planning.

Course-related learning objectives

This course will provide students opportunity:

- to develop oral, written and IT-related communication skills
 - through active participation in virtual group discussions
 - through the development and presentation of written reports, using narrative, rhetoric and diagrammatic and other schema as forms of presentation
 - through formal and informal conversations with tutors and practicing managers
- to develop critical and creative thinking skills
 - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
 - through group discussions
- to develop leadership skills
 - through structuring independent study
 - through initiating and guiding group discussion

Course content

This course is divided into 6 modules.

Module 1: Introduction

This module explores the challenges of the new workplace environment and how information is used for decision making.

Module 2: Development of management theory and practice

This module provides insight into the historical development of management theory and explores current trends in globalisation and ethical management practices.

Module 3: Strategic planning and entrepreneurship

This module focuses on organisational strategic planning and the entrepreneurial behaviour that drive organisations to achieve their strategic goals.

Module 4: Organisational design and human resource management

This module examines the nature of organisational design, work processes and the human resource management functions.

Module 5: Leadership, motivation and job design

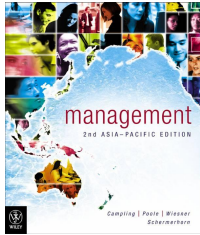
This module focuses on managerial and staff behaviour within the organisation and the concepts and theories underpinning this.

Module 6: Communication and team work

This module examines group behaviour and team effectiveness and communication processes in a multicultural organisational environment.

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:

Campling, J., Poole, D., Wiesner, R. and Schermerhorn, J. R. (2006).
Management (2nd Asia-Pacific Edition). John Wiley & Sons, Australia.

If you have not already done so, you can order this textbook

Online: www.vicbooks.co.nz

Fax: 04 471 2124

Email: enquiries@vicbooks.co.nz

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

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 Programme Manager and 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 each other, share resources and discuss ideas within your tutorial groups. The Programme Manager will post discussion topics on Blackboard and you are encouraged to contribute to this. Participation in the discussion board will be assessed by your tutor and is worth 10% of the marks for this course.

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 have 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.

Activity

Each section includes 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 assessed activities.

4 Workload and key dates

Course duration

The course is from 7 July to 12 October 2008 and the study and examination period is from 13 October to 8 November 2008.

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

- working through the course notes
- completing the readings from the textbook
- working through the activities
- participating in discussion board
- 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 will 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 conversation tasks are due at the university.**

Course overview

Module	Chapter of textbook	Complete module by	Assessment task due dates (conversations and activities)
1 Introduction	1 The dynamic new workplace 2 Environment and diversity 3 Information and decision making	18 July	
2 Development of management theory and practice	4 Historical foundations of management 5 Global dimensions of management 6 Ethical behaviour and social responsibility	1 August	Conversation 1 6 August
3 Strategic planning and entrepreneurship	7 Planning and controlling 8 Strategic management 9 Entrepreneurship and new ventures	11 August	Assignment Activity 1 20 August
4 Organisational design and human resource management	10 Organising 11 Organisational design and work processes 12 Human resource management	25 August	
5 Leadership, motivation and job design	13 Leading 14 Motivation and rewards 15 Individuals, job design and stress	8 September	Conversation 2 10 September
6 Communication and teamwork	16 Teams and teamwork 17 Communication and interpersonal skills	22 September	Assignment Activity 2 1 October

5 Assessment and assignments

There are **four** types of assessment in this course: activity write-ups, conversation reports, participation in discussion board and the examination. **Please note** that material submitted as part of **any** course work **cannot** be submitted again as part of the assessments for this course.

Allocation of marks

Activity write-ups

This course covers 17 chapters of the textbook (it does not cover chapter 18). You will write up selected activities from your course folder. You will submit these in two parts, and this will comprise 25% of the course marks. Refer to pages 17-18 for more details.

Conversations

You will organise, analyse and report on **two** conversations. The first conversation is marked out of five and the second is marked out of ten. The conversations will comprise 15% of the course marks. Refer to pages 19-21 for more details.

Participation in discussion board

Your participation in discussion board will be assessed throughout the course. There will be four discussion topics and you are required to reflect, provide input and respond to the comments of others within the allocated time. Your participation will comprise 10% of the course marks. Refer to page 22 for more details.

Together the activity write-ups, conversations and participation in discussion board make up 50% of the course assessment.

The final examination

The final examination is a two-hour assessment requiring you to analyse case studies. The exam is worth 50% of the course. The examination will be held during the period from 17 October to 8 November 2008.

Summary

Activity write-ups, conversations and Discussion Board participation	50%
Examination	50%
TOTAL	100%

Assessed activities



Your activities

The purpose of the activities is to help you make linkages between management theories and your personal experiences and observations. You will be assessed on six activities in the course folder.

Writing your activities

- Use Microsoft Word for **all** your activity write ups. Keep a soft copy of all your submitted assignments.
- Aim to write up your activities when you have completed each section of the module. That way you would not fall behind with your work.
- Each activity should be completed within 700 to 800 words. You will be assessed your ability to apply management theory to the real world.
- The *activity marksheet* is on page 18 for your reference.

You will hand in your write up of activities twice.

Assignment activity 1 (due 20 August) - cover activities 1.1, 2.2, and 6.1 in the course folder. Marked out of 5

Assignment activity 2 (due 1 October) - cover Activities 7, 8.1 and 12 in the course folder. Marked out of 20

Total marks = 25

MANAGEMENT 101 – ACTIVITY MARKSHEET

STUDENT’S NAME:

ASSIGNMENT ACTIVITY 1/2

MARK: /5 /20

MARKER’S NAME:

Description of key concepts

Describes relevant concepts covered in the course	10 ←———— 5 —————→ 0	No description of concepts covered in the course
Demonstrates the concepts’ relevance in answering the question	10 ←———— 5 —————→ 0	States concepts which appear to be irrelevant

Application of concepts to the real world

Links concepts to observations in the real world	10 ←———— 5 —————→ 0	No application of concepts
Demonstrates critical thinking in application of concepts	10 ←———— 5 —————→ 0	No evidence of critical thinking

Presenting information and ideas effectively

Logical presentation of information and ideas	10 ←———— 5 —————→ 0	Random presentation of information and ideas
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GENERAL COMMENTS: _____

CONCLUSION - “How well do your activities demonstrate your ability to learn, research, apply and present management theory?”

Very well	Well	OK	Not very well	Not at all
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Conversations

Organise two *conversations* with practising managers around the issues discussed in the course material. 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 6 August)

This conversation should focus on how information and information systems are used in making managerial decisions.

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, a community group, government or business. This person can be a friend, colleague, family member, acquaintance or somebody you admire and would like the opportunity to listen to. Ask this person how information and information systems are used or should be used in making decisions within an organisation.

From this conversation, in about 1000 words, write a report including:

- the questions that you asked
- the key ideas from the person
- the extent they are similar or different from the decision making process described in the text
- what you learnt or gained from the conversation.

Conversation 2 (due 10 September)

This conversation should focus on leadership and motivation issues.

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 on leadership. For example, they may have to work with people from a different culture, gender, background, age group, or have a disability such as occupational overuse syndrome, poor eyesight or mobility. Or they may lead 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 leadership and motivation, and to hone your thinking on how you would address those differences.

From this conversation, in about 1000 words, write a report including:

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

MGMT 101 – CONVERSATIONS MARKSHEET

STUDENT’S NAME:

MARK: /5 /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
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Conducting the conversation:

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

Participation in discussion board

Four topics will be tabled for discussion during the course. You are expected to participate in a virtual tutorial group discussion. The details of the discussion will come from your tutor.

You will be assessed according to one of the following criteria:

- your extent of participation
- your understanding of the discussion topics
- your initiation of ideas and building on the ideas of others
- your provision of insightful observations on management theory and practice
- your significant contribution to the learning of others

The assessment of participation is based on inputs provided on all four discussion topics within the timeframe specified for each topic. Late inputs will not be considered.

MANAGEMENT 101 – DISCUSSION BOARD ASSESSMENT

STUDENT'S NAME:

MARK: /10

ASSESSOR'S NAME:

Participation	Mark range
No or minimal participation	0-2
Demonstrates a limited understanding of the discussion topics	3-4
Initiates ideas and builds on the ideas of others	5-6
Provides insightful observations on management theory and practice	7-8
Provides a significant contribution to the learning of others	9-10

GENERAL COMMENTS: _____

CONCLUSION - "How well do your participation demonstrates insight into management theory and practice and contributes to the learning of others?"

Very well Well OK Not very well Not at all

Policy on remarking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Marking guidelines are provided to tutors. Tutors independently mark a sample of the same assignment. The marks and comments are compared. All the tutors then discuss the marking with the Course Coordinator ensure their assessment and grades are compatible. Tutors then complete their marking. The marking is evaluated and, if necessary, the marks are moderated before the assignments are handed back to students.

Students may ask for their scripts to be remarked. A different tutor 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 marker 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 explain in writing why you think the mark does not, in your view, fairly reflect the quality of your work. Send this, with your marked assignment, to the Programme Manager. Allow for up to two weeks for remarks to be completed.

Mandatory course requirements

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

- submit two conversation reports, assignment activity 1 & 2 within the specified timeframe, and
- achieve no less than 40% in the final examination.

If you do not meet these requirements, ***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 email

This is the preferred method of submitting your assignment. **Send it as an attachment** on or before the due date to the **Programme Manager** (refer to page 3 for email address).

Receipt of emailed assignments will be acknowledged. If you do not receive an acknowledgement within 24 hours of dispatch, **it is your responsibility to contact the Programme Manager** to ensure that we have actually received the assignment.

- Submit your assignment as a Word document
- Submit your assignment as **one** attachment – if you have created your activities as a series of separate documents you will need to cut and paste them into one document for emailing.
- Enter page numbers on your assignment and if possible use the “page X of Y” system of numbering (page 1 of 8, page 2 of 8...) – in WORD you will find this is in **View** - scroll down to **Header and Footer**, click on **insert Auto text** and click on **Page X of Y**
- 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 and the number of pages in your assignment.
- **Enter in the subject line** of the email the **course code**, the **assignment number** and **your name and ID number**, for example

MGMT 101: Activity 1, your name, ID200012345

- Attach the assignment document to your email and send. Ensure that the version you email is the complete and final version of your assignment.

NOTE: your assignment will not be recorded as “received” unless the assignment is attached to your email.

Faxed assignments will **not** be accepted.

By post

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

Victoria Management School
10th 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.

If you would like the University to acknowledge receipt of your posted assignment please enclose a stamped, self-addressed, sealed envelope with your assignment– this will be posted back to you when your assignment has been recorded.

Keep your own electronic copy of all your assignments just in case they are lost in the post.

Hand delivery

Hand-delivered assignments have to be received by **4pm** on the due date at the Victoria Management School, Level 10 Reception, Rutherford House.

Late assignments

Assignments which arrive **after** the due date without an approved extension, will incur a penalty of 2 marks available for that piece of work for each 24-hour period (one day) up to and including 7 days past the due date. Assignments received **more than 7 days after the**

due date will not be accepted and the student will **automatically fail the Mandatory Course Requirements. Saturdays, Sundays and public holidays** will be included when counting the number of days late.

Extensions

If you are unable to submit the assignment on time, you must apply **before the due date** to the Programme Manager 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 Programme Manager 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 Programme Manager within the first two weeks of the course.

Marking and marker's guides

Normally your marked assignments will be return to you within two weeks of the due date with feedback and a marker's guide. Emailed assignments will be marked using the 'Insert Comment' facility under the 'Insert' menu in Word and returned 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>