

Victoria Management School

**MMBA579 ADVANCED CORPORATE MANAGEMENT**

Trimester Two 2008

**COURSE OUTLINE**

**Contact Details**

**Coordinator**

Bronwyn Howell  
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**Class Times and Room Numbers**

Time:	Fridays	17:30-19:00 July 11 plus 3 to be arranged
	Saturdays	09:00 – 16:30 12, 26 July; 9 August
	Sunday	09:00 – 12 noon 10 August
Location	RHLT3	

**Trimester Dates:** Monday 7 July to Saturday 8 November 2008

**Workload**

Workload expectations for this course are 10 hours per week for the 12 teaching weeks of Semester 2 and 30 hours during the mid-term break.

**Individual Work**

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. 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.

## Course Objectives

MMBA579 is a capstone MBA course providing participants with:

- (a) an understanding of the economic principles of corporate governance and management;
- (b) an understanding of how boards and managers of managers function in the day-to-day operation of their businesses;
- (c) an understanding of the design, governance and operation of marketplaces;
- (d) an understanding of the principal differences pertaining to the governance and internal management of public sector, private sector and nonprofit firms; and
- (e) the opportunity to practice the skills required of MBA graduates in accessing, utilizing and applying academic theory and literature to research and provide insights into real life practitioner-based issues and problems via the production of an individual practitioner-based research report.

## Course Content

This course provides an overview of the theory, principles and practices of corporate governance and management, and the design and operation of marketplaces. The course combines lectures and case studies with presentations by experienced board members, corporate managers and marketplace designers and operators in order to develop participants' knowledge and understanding of the challenges facing board managers, governors, regulators and legislators. Four guest lectures will be on selected Friday evenings within the 'Friday Forum' seminar series. These sessions will be open to all post-experience students; however attendance and active participation by MMBA579 students will form part of course requirements. Lectures and cases will include both New Zealand and international issues. Maori governance issues are addressed explicitly as one of the course topics.

Whilst the course starts from an economic perspective, building upon the governance and management elements of MMBA503 Economics and Markets, it draws upon elements from other disciplines within the MBA, especially the legal environment in which firms operate (MMBA502 Commercial Law), behavioural aspects that affect internal and external relationships (MMBA505 Organisational Behaviour; MMBA519 Human Resource Management), the use of financial structures in the governance and management of firms (MMBA516 Corporate Finance) and strategic interaction amongst individuals within the organisation and between firms and their governance bodies such as regulators and legislators (MMBA534 Strategic Management).

The course complements electives such as MMBA535 Advanced Strategic Management, MMBA562 Managing Employment Relations, MMBA558 International Business and MMBA565 Innovation and Entrepreneurship

The course is suitable for both full time and part time students, and with work experience in any of the public, private or nonprofit sectors.

Lectures, case studies, guest presentations, assigned reading and discussion based around four themes are the main teaching methods used in this course. The themes are:

- Private sector governance and management
- Public sector governance and management
- Marketplaces
- Legal, judicial and surveillance processes

Each theme will typically will comprise a mix of:

- lecture covering the theoretical aspects
- guest presentation or case study
- discussion

## Readings

No textbook is required, although students may find the following useful: McMillan, John. 2002. *Reinventing the Bazaar: a natural history of markets*. New York: W.W. Norton and Company.

Recommended and optional readings on each theme will be provided in the course materials on enrolment. Supplementary reading will also be provided as required during the course.

## Assessment Requirements

A participant's overall grade for this course will be determined as follows:

(A)	Research Paper	80%	due 31 October 2008
(B)	Group Case Study	15%	presented in class, August 10
(C)	Class and Friday Forum participation	5%	

### A Research Paper (80%)

#### Submission date 31 October 2008

Each participant will be required to prepare an applied research report of no more than 10,000 words related to a marketplace, governance and/or management issue within an organization or industry as agreed between the student and the course co-ordinator. The course participant will be required to undertake independent research in the theoretical areas relevant to the organization's area of interest, and provide a copy of the final report to both the course organizers and the partner organization. All class participants are advised to meet with Bronwyn Howell as soon as possible after 9 July to discuss the proposed project.

It is noted that, with the support of ISCR, it may be possible to assist students with an interest in undertaking a project related to one of the ISCR member organizations:

Contact Energy Ltd  
Fonterra Co-operative Dairy Group Limited  
Meridian Energy  
Powerco  
Telecom Corporation of New Zealand Lid  
Transpower New Zealand Limited  
Vector Ltd  
Victoria University of Wellington  
Westpac Institutional Bank

If you are interested in undertaking a study on one of these organizations, please discuss with the course co-ordinator as soon as possible.

Participants will be required to have at least three supervisory meetings during the course of the research assignment. The times for these meetings will be notified at the first class, but the expectation is that the meetings will be:

1. During the second week of Semester 2, to confirm projects.
2. The first week after the Mid-term break, for a progress report.
3. In the last week of the Semester, for a progress report.

Final submission date is **31 October 2008**. No late submissions will be accepted as this is the last date possible to ensure marking can be completed in time to meet Registry requirements.

Papers will be assessed on the basis of:

Development of a theoretical framework  
Extent of independent research  
Identification of organization case facts

Relevance of case facts to framework  
Case analysis  
Identification and discussion of lessons learned/insights gained  
Application and extension of the lessons/insights to the case organization

As an added incentive, ISCR is offering prizes for the two best research reports submitted for MMBA579. The author of the best report will be awarded \$800 and a runner-up \$200. The prizes will be awarded at an ISCR-hosted function, to which all course participants, ISCR members, representatives of the organisations profiled in the winning papers, and guest presenters will be invited. Winning authors will be invited to give a 20 minute presentation of their work as part of the function. The function provides an opportunity to profile the Management School, MBA participants and the results of work undertaken in this course to a broad range of private and public sector senior managers. In addition, ISCR will provide the opportunity for the winner to publish a summary of the winning report in its newsletter Competition and Regulation Times.

### **B Group Case Study (15%)**

At the first class, case studies will be assigned to groups of 3-4 participants. At the August 10 class, each group will have 1 hour to present their analysis to the group. Based upon the themes of the course, the analysis will explore the nature of the products and applications, the strategic justifications for their use, an assessment of the likely or actual outcomes for the firm, and a plan for future developments.

The group presentation will be assessed on the basis of:

- Presentation style and quality (to the level expected of a managerial presentation to the Board of Directors)
- Involvement of all group members
- Evidence of independent research
- Identification of the key facts
- Identification of key issues and challenges for managers
- Relevance to the themes of the course
- Level of understanding of the strategic and managerial issues
- Leadership in the subsequent discussion.

### **C Class Participation (5%)**

Participation in the Friday Forums and class discussion is expected of all course participants.

Criteria for participation assessment include:

- Is the participant a good listener?
- Are the points made relevant to the discussion?
- Are these comments linked to the comments of others?
- Do the comments show evidence of sound analysis of the reading material?
- Is there a willingness to test new ideas?
- Do comments build on previous analysis and do they lead to a better understanding of the topic?

Class members will also be expected to present a brief (10 minute) preliminary overview of their research project (topic, organisation, key frameworks, findings to date) to the rest of the class at the final lecture. This will contribute towards the class participation mark.

### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 3 of the 4 Friday Forums;
- b. Attend at least 3 of the 4 Saturday/Sunday teaching sessions; and
- c. Submit the research assignment by the scheduled date and time.

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, regardless of whether the mandatory course requirements have been satisfied or not.

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

### **Penalties**

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A "zero" mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

### **Victoria MBA Grading Standards**

- Victoria MBA - **Excellent** Category  
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.
- Victoria MBA - **Very Good** Category  
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds "competency".
- Victoria MBA - **Good** Category  
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- Victoria MBA - **Satisfactory** Category  
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to "fail" the student on this quality.
- Victoria MBA - **Unsatisfactory** Category  
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.

### **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 of Additional Information**

Additional information and information on any changes will be conveyed to students via class announcements.

### **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](http://www.vuw.ac.nz/policy).

For information on the following topics, go to the Faculty's website [www.vuw.ac.nz/fca](http://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](mailto: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](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.

**PROVISIONAL SCHEDULE OF LECTURES**

<b>Week &amp; Topic</b>	<b>Session</b>	<b>Speaker</b>	<b>Content</b>
1. Introduction Private and Public Sector Governance and Management: the theory	12 July	Bronwyn Howell	Introduction/Overview Ownership of enterprises Stakeholder governance theory Private sector governance principles Public and Nonprofit sector governance principles Nonprofit and co-operative governance
2. Private and Public Sector Governance and Management in Practice Local and global governance and management; Applications	26 July	Bronwyn Howell	Managing and Monitoring the SOEs Case Study: university management Tribal governance Corporate governance and management: New Zealand in a globalising world
3. Marketplaces  4. Governance: Legal, Judicial and Surveillance processes	9 August	Bronwyn Howell	Introduction to marketplaces Marketplace Structure, Design and Operation Case studies: Southfresh; Wholesale electricity market Corporate governance and management in New Zealand Legal, judicial, regulatory and surveillance processes Case Study: Unlisted
Case Studies; Project summaries	10 August	Class	