

Victoria Management School

## **MGMT 101: Introduction to Management**

Trimester Two 2009

### **COURSE OUTLINE**

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#### **COURSE COORDINATOR**

**Dr Eric Chong**

Room: RH919, Rutherford House  
Phone: 463 6942  
Email: [Eric.Chong@vuw.ac.nz](mailto:Eric.Chong@vuw.ac.nz)  
Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

#### **PROGRAMME MANAGER**

**Garry Tansley**

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Phone: 463-6968  
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Please contact the Programme Manager for course related issues

#### **ADMINISTRATOR**

**Luisa Acheson**

Room: RH912, Rutherford House  
Phone: 463 5381  
Email: [Luisa.Acheson@vuw.ac.nz](mailto:Luisa.Acheson@vuw.ac.nz)

Teaching Period: Monday 13 July to Friday 16 October 2009

End of Year Study Period: Monday 19 October to Monday 26 October 2009

Examination Period: Tuesday 27 October to Saturday 14 November 2009 (inclusive)

Note: Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

**Withdrawal dates:** Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

#### **Class Times and Room Numbers**

<b>Lectures :</b>	Stream L2	Wed. & Thu. 9.00-9.50am	HMLT206
	Stream L3	Wed. & Thu. 12.00-12.50pm	MLT103
	Stream L4	Wed. & Thu. 2.10-3.00pm	MLT103

#### **Course Delivery**

This course is comprised of lectures and tutorials. Please note that due to the nature of the lectures it is important for you to have **read the chapters** pertaining to the lecture **before** you turn up so that you are able to 'meaningfully engage' with the lecturer. You will be assessed on two written essays, preparation and participation in tutorials and a final examination. See Annex H for a 'course task guide'.

## **Course Content**

This course covers a broad perspective on management theories and their application in the business, public and voluntary sectors. It provides a foundation to explore issues expanded on in other courses offered within Victoria Management School.

## **Programme and Course-related Learning Objectives**

Our graduates will:

- demonstrate application of critical and creative thinking skills to practical and theoretical problems
- be effective communicators
- have a global and multicultural perspective
- recognise, support and display leadership
- develop specific knowledge and skills in at least one business, or public policy discipline area

## **Overall Course Objectives**

The main objective of this course is to introduce ideas on:

- the development of contemporary management practices,
- industrial relations and human resource management,
- making decisions and managing operations in organisations,
- managing the relationship of the organisation to its environment - planning and strategy,
- directing the organisation - setting objectives, structure and responsibilities,
- innovation, entrepreneurship and intrapreneurship,
- managing and leading groups,
- managing cross-culturally and in an international environment.

## **Course-related Student Learning Objectives**

On successful completion of the course, students should be able to:

- Define the key concepts of effective management in organisations;
- Identify key management issues in business case studies and research;
- Identify the major components of strategic planning for a business case study;
- Describe the critical steps a manager should take to introduce new ideas into a workplace and/or the marketplace;
- Explain the association between organisational structure and human resource deployment;
- Explain how to manage human diversity to the benefit of the staff and the organisation;
- Interpret mainstream and critical approaches to organisational behaviour.

The assessment for this course comprises essays, tutorial presentations and a final examination. Each piece of assessment involves a combination of each objective outlined above.

## **Expected Workload**

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

## **Group Work**

While the course 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. You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

## **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.victoria.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 MGMT101

MGMT 101 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, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired 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. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

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 are 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 will be able to login and signup (or change your signup) anytime between 12 midnight 1st July 2009 and the last date: midnight 9th July 2009. You will NOT be able to signup or change your choice after the last date - midnight 9th July 2009. Any changes will be made by the tutorial coordinator on a case by case review of your ‘exceptional circumstance’.

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 a MGMT 101 tutorial before midnight, the 16<sup>th</sup> July 2009. Any requests after this date will need to be manually handled by the Programme Manager 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 second week of the course. As there is a maximum of 17 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 by 5pm 17th July 2009. If you have any serious problems about your tutorial allocations please see the Programme Manager asap.

### Readings

The *recommended* textbook:

Management – 3rd Asia-Pacific Edition by Campling, Poole, Wiesner, Ang, Chan, Tan & Schermerhorn, Wiley © 2008. The textbook is available at the Victoria Book Centre and comes with a supplement: Management: The Aotearoa New Zealand Context – 2<sup>nd</sup> Edition by Jones, Wiley © 2008.

### Assessment Requirements

Assignment	Title	Weight	Date
1	Writing assignment template	0%	In tut 4, week of 10 <sup>th</sup> August
2	Assignment 1	15%	Your tutors drop box, north end Level 2 Murphy building, @ 10am September 8th
3	Assignment 2	25%	Your tutors drop box, north end Level 2 Murphy building, @ 10am September 29th
4	Tutorial Preparation	5%	Weeks of 17 <sup>th</sup> August, 7 <sup>th</sup> September, 14 <sup>th</sup> September, 21 <sup>st</sup> September, 28 <sup>th</sup> September
5	Tutorial Participation	5%	Weeks of 17 <sup>th</sup> August, 7 <sup>th</sup> September, 14 <sup>th</sup> September, 21 <sup>st</sup> September, 28 <sup>th</sup> September
6	Final Examination	50%	27 Oct – 14 Nov 2009
	<b>TOTAL</b>	<b>100%</b>	

#### 1. Writing assignment template

It is compulsory to present your writing template in your allocated tutorial in week five of the course. Although there are no marks awarded for this assignment, good writing techniques will be taken into account in the award of marks for assignment 1 & 2 and the written examination.

#### 2. Assignments 1 & 2

These are essay based covering five key management disciplines. Your assignments will be assessed on the quality of your academic and written work. These assignments also involve a literature search of academic article(s). Instructions for assignment 1 are in Annex A and the instructions for assignment 2 are in Annex B. The marking guideline for assignments 1 & 2 are in Annex C & D respectively.

#### 3. Tutorial preparation and participation

You will be assessed in your preparation and participation in five tutorials. The demonstrated quality of your written preparation for your tutorials in weeks six (6) to 10 inclusive will guide the outcome of your preparation mark. The demonstrated quality of your thinking in these tutorials more than anything else will guide the outcome for your participation mark. The assessment guideline is in Annex E.

#### 4. Examination

The final examination for this course will be scheduled at some time during the period from Tuesday 27 October to Saturday 14 November 2009.

The examination is worth 50% of the total marks available for this course. It is closed book 2-hour examination. Essay style answers are expected. You will be assigned a case to study and asked to answer questions about the case that will require you to draw on different theories covered in the course. All book chapters covered during the course are examinable.

#### Handing in assignments

Assignments should be dropped in the relevant MGMT 101 Box displaying your tutors name on the North end of Level 2 Murphy building (Kelburn Campus) in hard copy form by the due time on the due date. All completed assignments must have a cover sheet. The cover sheet is in Annex F. Students must also keep an electronic copy of their work archived in case the original goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare case where your work goes astray. You are also required to submit an electronic copy of assignment one (1) and assignment two (2) to Blackboard. To submit your assignment, click on the 'E-COPY BUTTON' in Blackboard then follow the instructions below:

1. Name and save your assignment using the following format: [surname\_first name\_student ID\_MGMT101\_assignment 1] i.e. tansley\_garry\_12345678\_MGMT101\_assignment 1
2. Click the link below
3. Browse and locate the file to attach
4. Submit the file
5. Click ADD
6. Click SUBMIT (not SAVE)

You must click SUBMIT for the assignment to be actually submitted.

#### Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 2 out of the 3 writing tutorial sessions and 7 out of the 8 management tutorial sessions;
- b. Present your writing template;
- c. Submit assignment 1 hard copy to assignment box and e-copy to blackboard;
- d. Submit assignment 2 hard copy to assignment box and e-copy to blackboard;
- e. Submit all assignments within the allowable timeframe (see Penalties section) below (i)); and
- f. To obtain at least 40 per cent (i.e. 20 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. A "K" grade is also a fail 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.

#### 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 (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **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 students 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 **Programme Manager**, 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 clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Programme Manager** as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

### 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.

### Policy on Remarking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work 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, complete the request for re-examination of assessed work form (Annex B) 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 into the following place:-

- The Reception Desk on the ground floor Easterfield Building (EA005) where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow 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.victoria.ac.nz/library/research/reference/referencingguides.aspx>

### **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.

### **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

MGMT101\_Smith\_Pauline\_3000223344\_Ass1 Query

### **Use of Turnitin**

All MGMT101 students are required to submit an e-copy of assignment 1 & assignment 2 for analysis by Turnitin <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting mis-referencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism.

*At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the programme manager if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**For the following important information follow the links provided:**

#### **Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

#### **General University Policies and Statutes**

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

#### **Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

#### **Manaaki Pihipihinga Programme**

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)

## MGMT101 Assignment 1 – Organisational Sustainability

### Value of assignment = 15% of final mark

The purpose of this exercise is to research, plan and produce a written essay exploring the concept of ‘Organisational Sustainability’ in no more than 1500 words.

Before you begin, it is strongly recommended you have a clear understanding what a framework, a concept and a theory are and how to recognise them. You will also need to have a clear understanding of what ‘organisational sustainability’ means. The quality of the writing in this assignment will also demonstrate what you have learnt in your writing tutorials.

As well as referring to your writing handbook, please take note of the following:

- Assignment cover sheet

Fill in the relevant details and attach it to the front of your assignment. Be sure to sign the *Academic Integrity and Plagiarism* section.

- Cover page

This page will include your name and the title of your assignment.

- Choose at least one (1) article from the list of Journals for Operations Management or Decision Making or Strategic Management given below. State how your chosen article is relevant to organisational sustainability. Also state the framework/concept/theory that the article is putting forward.
- Read the Kia Motors Case on p238 of your text book and decide how Kia Motors is pursuing an Organisational Sustainability strategy.
- Compare what your chosen article is suggesting with what Kia Motors is arguing/discussing/proposing and note the similarities.
- Contrast what your chosen article is suggesting with what Kia Motors is arguing/discussing/proposing and note the differences.
- Drawing from material that was presented in your lectures, in you text book, from your journal database search or other relevant sources, reflect on what insights you have to offer an organisation in the pursuit of an ‘organisational sustainability’ strategy from the disciplines of Operations Management, Decision Making and Strategic Management.
- References

Include a list of all journal articles, books, web addresses and information from any other sources that you have included in your assignment in APA format.



Journals that you will need to search from to include in your assignment.

Journals for Operations Management

- California Management Review
- Sloan Management Review
- International Journal of Operations and Production Management
- Journal of Operations Management
- Journal of Industrial Ecology
- Journal of Cleaner Production
- Business Strategy and the Environment

Journals for Decision Making

- Academy of Management Review
- Wiley Interscience
- Systems Research & Behavioural Science
- System Dynamics Review
- Academy of Management Review

Journals for Strategic Management

- Harvard Business Review
- Strategic Management Journal
- Long Range Planning
- Sloan Management Review
- Journal of Strategy and Management
- Strategic Organization

## MGMT101 Assignment 2 – Service Delivery Teams

### Value of assignment = 25% of final mark

The purpose of this exercise is to research, plan and produce a written essay exploring the concept of ‘Service Delivery Teams’ in no more than 2500 words.

Before you begin, it is strongly recommended you have a clear understanding what a framework, a concept and a theory are and how to recognise them. You will also need to have a clear understanding of what ‘organisational sustainability’ means. The quality of the writing in this assignment will also demonstrate what you have learnt in your writing tutorials.

As well as referring to your writing handbook, please take note of the following:

- Assignment cover sheet

Fill in the relevant details and attach it to the front of your assignment. Be sure to sign the *Academic Integrity and Plagiarism* section.

- Cover page

This page will include your name and the title of your assignment.

- Choose at least three (3) articles from the list of Journals of Human Resources and Organisational Behaviour (you will need to include at least one from each) given below. State how your chosen articles are relevant to service delivery teams. Also state the framework/concept/theory that the articles are putting forward.
- Read the Cathay Pacific Airways Case on p471 of your text book and decide how Cathay Pacific Airways is using ‘service delivery teams’ to improve service delivery.
- Compare what your chosen articles are suggesting with what Cathay Pacific Airways is arguing/discussing/proposing and note the similarities.
- Contrast what your chosen articles are suggesting with what Cathay Pacific Airways is arguing/discussing/proposing and note the differences.
- Drawing from material that was presented in your lectures, in your text book, from your journal database search or other relevant sources, reflect on what insights you have to offer an organisation in the pursuit of service delivery through the use of ‘service delivery teams’ from the disciplines of Human Resources and Organisational Behaviour.
- References

Include a list of all journal articles, books, web addresses and information from any other sources that you have included in your assignment in APA format.

Journals that you will need to search from to include in your assignment.

Journals for Human Resources

- Asia Pacific Journal of Human Resources
- New Zealand Journal of Employment Relations
- Personnel Psychology

Journals for Organisational Behaviour

- Employment Today
- Management
- Harvard Business Review
- Administrative Science Quarterly
- Journal of Management
- Human Relations
- Management communication quarterly

## MGMT 101 – ASSIGNMENT 1 MARK SHEET

STUDENT'S NAME:

Grade: Value = 15%

MARKER'S NAME:

**Selection and Application of Frameworks/Theory**

Selection of frameworks /theory from the three disciplines highly relevant to case	←————→ Excellent                      Poor	Selection of frameworks /theory shows little relevance to case
Application demonstrates sound understanding of frameworks and principles	←————→ Excellent                      Poor	Application reveals errors in Understanding of frameworks and principles
Reflection on adequacy of frameworks and principles enables deeper insights into management	←————→ Excellent                      Poor	Reflection on adequacy of frameworks and principles enables little insight into management

Assignment demonstrates sound understanding of Organisational Sustainability	Exemplary	Satisfactory	Not Satisfactory	Assignment does not demonstrate sound understanding of Organisational Sustainability

**Written Communication**

Writing style enables clear communication with the reader	←————→ Excellent                      Poor	Writing style does not facilitate clear communication with the reader
Technical writing skills and vocabulary are above expectation	←————→ Excellent                      Poor	Technical writing skills and vocabulary are below expectation
Relevant journal articles cited	←————→ Excellent                      Poor	Insufficient or irrelevant journal articles cited
Word limit of 1500 words adhered to	←————→ Excellent                      Poor	Too long/short

Writing style enables clear communication of ideas	Exemplary	Satisfactory	Not Satisfactory	Writing style does not enable clear communication of ideas

**NB. The overall marks for this assignment will depend on its holistic quality. The criteria are not necessarily equally weighted.**

**GENERAL COMMENTS:**

**Communication Competency Rubric**

	<b>Exemplary</b>	<b>Satisfactory</b>	<b>Not Satisfactory</b>
<b>Structure and style:</b> Document, paragraph and sentence structure, flow and layout, appropriate to audience.	Variety of sentence construction; logical flow; style and structure appropriate for task, audience and genre. Uses engaging delivery that enhances understanding. Thoughtful presentation.	Not overly repetitive; some variety in sentence construction; generally flows well; some awareness of audience and genre.	Overly repetitive or simplistic sentence structure; consistently disjointed, lack of flow; style/structure inappropriate for audience.
<b>Clarity and conciseness:</b> Answers the question, succinct, appropriate complexity.	Argument effectively and efficiently conveyed; highly focused on the question; easily understood.	Argument reasonably clear; occasionally misses the point but answers the question; not over-elaborate or over-complicated.	Main point and/or argument confused/unclear. Irrelevant information, no transition between ideas. Unclear conclusion.
<b>Technical writing skills:</b> Spelling, capitalisation, punctuation, grammar, general proofreading.	Very few spelling errors, correct punctuation, grammatically correct, complete sentences.	Occasional lapses in spelling, punctuation, grammar, but not enough to seriously distract the reader.	Numerous spelling errors, non-existent or incorrect punctuation, and/or severe errors in grammar that interfere with understanding.
<b>Vocabulary:</b> Originality, breadth, appropriateness, variety.	Highly appropriate, well chosen, precise and varied vocabulary. Consistently uses correct word choice and discipline-specific terminology.	Generally appropriate vocabulary; not overly repetitive. Generally uses correct word choice and discipline-specific terminology.	Excessively limited or inappropriate or repetitive vocabulary. Misuses discipline-specific terminology.
<b>Academic Integrity:</b> Appropriate use of references.	Appropriate use of others' work, acknowledged via in-text citations. Uses APA (or accepted alternative) referencing system consistently and correctly.	Other sources acknowledged. Generally uses APA (or accepted alternative) referencing system.	Unattributed work from other sources. <sup>1</sup> Does not attempt to use APA (or accepted alternative <sup>2</sup> ) referencing system.
<b>Holistic judgement:</b>	Exemplary written communication.	Satisfactory written communication.	Unsatisfactory written communication.

<sup>1</sup> Note that Plagiarism will cause the entire document to be “Unsatisfactory” regardless of quality of remaining parts.

<sup>2</sup> APA is FCA standard. Occasionally lecturers may allow other referencing systems, providing guidance as needed.

## MGMT 101 –ASSIGNMENT 2 MARK SHEET

STUDENT'S NAME:

Grade: Value = 25%

MARKER'S NAME:

**Selection and Application of Frameworks/Theory**

Selection of frameworks /theory from the three disciplines highly relevant to case	←—————→ Excellent                      Poor	Selection of frameworks /theory shows little relevance to case
Application demonstrates sound understanding of frameworks and principles	←—————→ Excellent                      Poor	Application reveals errors in Understanding of frameworks and principles
Reflection on adequacy of frameworks and principles enables deeper insights into management	←—————→ Excellent                      Poor	Reflection on adequacy of frameworks and principles enables little insight into management

Assignment demonstrates sound understanding of Service Delivery Teams	Exemplary	Satisfactory	Not Satisfactory	Assignment does not demonstrate sound understanding of Service Delivery Teams

**Written Communication**

Writing style enables clear communication with the reader	←—————→ Excellent                      Poor	Writing style does not facilitate clear communication with the reader
Technical writing skills and vocabulary are above expectation	←—————→ Excellent                      Poor	Technical writing skills and vocabulary are below expectation
Relevant journal articles cited	←—————→ Excellent                      Poor	Insufficient or irrelevant journal articles cited
Word limit of 2500 words adhered to	←—————→ Excellent                      Poor	Too long/short

Writing style enables clear communication of ideas	Exemplary	Satisfactory	Not Satisfactory	Writing style does not enable clear communication of ideas

**NB. The overall marks for this assignment will depend on its holistic quality. The criteria are not necessarily equally weighted.**

**GENERAL COMMENTS:**

**Communication Competency Rubric**

	<b>Exemplary</b>	<b>Satisfactory</b>	<b>Not Satisfactory</b>
<b>Structure and style:</b> Document, paragraph and sentence structure, flow and layout, appropriate to audience.	Variety of sentence construction; logical flow; style and structure appropriate for task, audience and genre. Uses engaging delivery that enhances understanding. Thoughtful presentation.	Not overly repetitive; some variety in sentence construction; generally flows well; some awareness of audience and genre.	Overly repetitive or simplistic sentence structure; consistently disjointed, lack of flow; style/structure inappropriate for audience.
<b>Clarity and conciseness:</b> Answers the question, succinct, appropriate complexity.	Argument effectively and efficiently conveyed; highly focused on the question; easily understood.	Argument reasonably clear; occasionally misses the point but answers the question; not over-elaborate or over-complicated.	Main point and/or argument confused/unclear. Irrelevant information, no transition between ideas. Unclear conclusion.
<b>Technical writing skills:</b> Spelling, capitalisation, punctuation, grammar, general proofreading.	Very few spelling errors, correct punctuation, grammatically correct, complete sentences.	Occasional lapses in spelling, punctuation, grammar, but not enough to seriously distract the reader.	Numerous spelling errors, non-existent or incorrect punctuation, and/or severe errors in grammar that interfere with understanding.
<b>Vocabulary:</b> Originality, breadth, appropriateness, variety.	Highly appropriate, well chosen, precise and varied vocabulary. Consistently uses correct word choice and discipline-specific terminology.	Generally appropriate vocabulary; not overly repetitive. Generally uses correct word choice and discipline-specific terminology.	Excessively limited or inappropriate or repetitive vocabulary. Misuses discipline-specific terminology.
<b>Academic Integrity:</b> Appropriate use of references.	Appropriate use of others' work, acknowledged via in-text citations. Uses APA (or accepted alternative) referencing system consistently and correctly.	Other sources acknowledged. Generally uses APA (or accepted alternative) referencing system.	Unattributed work from other sources. <sup>3</sup> Does not attempt to use APA (or accepted alternative <sup>4</sup> ) referencing system.
<b>Holistic judgement:</b>	Exemplary written communication.	Satisfactory written communication.	Unsatisfactory written communication.

<sup>3</sup> Note that Plagiarism will cause the entire document to be “Unsatisfactory” regardless of quality of remaining parts.

<sup>4</sup> APA is FCA standard. Occasionally lecturers may allow other referencing systems, providing guidance as needed.

### MGMT 101 –TUTORIAL PREPARATION & PARTICIPATION MARK SHEET

STUDENT'S NAME:

MARK: /10

MARKER'S NAME:

**PREPARATION**

Written preparation shows understanding of task	<input type="checkbox"/>	Tut beginning week of 17 <sup>th</sup> August	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut beginning week of 7 <sup>th</sup> September	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut beginning week of 14 <sup>th</sup> September	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut beginning week of 21 <sup>st</sup> September	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut beginning week of 28 <sup>th</sup> September	<input type="checkbox"/>	Inadequate or no written preparation

**PARTICIPATION**

Contributes useful ideas to the group	←————→ Excellent                      Poor	Keeps quiet or lacks thoughtful contribution
Builds on the ideas of others	←————→ Excellent                      Poor	Dominates and prevents others from contributing
Reflects the group's view	←————→ Excellent                      Poor	Misinterprets the group's view
Demonstrates familiarity with the course material under discussion	←————→ Excellent                      Poor	Is unprepared for all or most tutorial discussions
Identifies the key issues discussed	←————→ Excellent                      Poor	Show a lack of understanding of the basic concepts discussed
Provides evidence of having read widely on the subject	←————→ Excellent                      Poor	Taps on others for information
Supports the facilitator	←————→ Excellent                      Poor	Undermines the facilitator
Arrives punctually for all tutorials	←————→ Excellent                      Poor	Arrives late for all or most tutorials without reason(s)

**NB. The overall marks for this assignment will depend on its holistic quality. The criteria are not necessarily equally weighted.**

GENERAL COMMENTS:





**Victoria Management School**

**MGMT101 Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

<b>Assignment</b>	✓
Assignment 1	
Assignment 2	

**Tutor's Name:** \_\_\_\_\_ **Tutorial Number:** \_\_\_\_\_

**Tutorial Day:** \_\_\_\_\_ **Tutorial Time:** \_\_\_\_\_

**Date Due:** \_\_\_\_\_ **Date Submitted:** \_\_\_\_\_

*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: \_\_\_\_\_

\*\*\*\*\*

**Submit to the Second Floor of the Murphy Building to the box labelled with MGMT101 and your Tutor's Name and Tutorial Time**

\*\*\*\*\*

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



**Victoria Management School  
MGMT 101**

**Request for re-examination of assessed work.**

	<b>Assessment affected</b> <i>e.g. assignment 1 or assignment 2</i>	
<b>Student ID</b>	<b>Name As it appears in your enrolment</b>	<b>Tutorial No.</b>
<b>Contact Details</b>	<b>Phone</b> _____ _____ <b>Email</b> _____	

**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.*

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**Clearly state why you believe each of these sections should be re-examined:**

*Note: “I think it is worth more,” is insufficient.*

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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

# COURSE TASK GUIDE

## Annex H

Please note that this is a **guide only**. Not all tasks that you may need to complete to finish the course are included here.

### **By the end of week 1 (week of 13<sup>th</sup> July) you should have:**

- Put yourself into a tutorial. See the programme manager in EA129 if you have not done this by Friday.
- Read the course outline on Blackboard and noted the mandatory course requirements i.e. that which you **must do** in order to pass the course.
- Read chapters 1 & 4 of the text book & chapter 1 of the Jones supplement and made some notes.
- Read chapters 3 & 4 of the text book & chapter 4 of the Jones supplement in preparation for next weeks lectures (week 2) and made some notes. Bring your notes along to your lecture.
- Researched a Journal Article as per the demonstration from Janet Keilar in lecture one. Take this article along to your first writing tutorial in week two (2).
- Logged into Blackboard and viewed your allocated tutorial and made a note of the day, time and room.
- Started filling out your writing assignment template.
- Started writing up assignment 1
- Started your exam prep. Review the key points in the chapters

### **By the end of week 2 (week of 20<sup>th</sup> July) you should have:**

- Put yourself into a tutorial. See the programme manager in EA129 if you have not done this. You are only allowed to miss one writing tutorial.
- Made a note of the name of your management tutor and their contact information. Your management tutor will give you this information in this week's tutorial.
- Read chapters 2 & 7 of the text book & reviewed chapter 4 of the Jones supplement in preparation for next weeks lectures (week 3) and made some notes. Bring your notes along to your lecture.
- Continued filling out your writing assignment template. Your template is due to be presented to your writing & management tutors in your week 5 tutorial. This is compulsory.
- Continued writing up assignment 1
- Continued your exam prep. Reviewed the key points in the chapters.

### **By the end of week 3 (week of 27<sup>th</sup> July) you should have:**

- Read chapter 8 of the text book & reviewed chapter 4 of the Jones supplement in preparation for next weeks lectures (week 4) and made some notes. Bring your notes along to your lecture.
- Continued filling out your writing assignment template. Your template is due to be presented to your writing & management tutors in your week 5 tutorial. This is compulsory.
- Continued writing up assignment 1
- Continued your exam prep. Reviewed the key points in the chapters.

### **By the end of week 4 (week of 3<sup>rd</sup> August) you should have:**

- Reviewed chapter 8 of the text book & reviewed chapter 4 of the Jones supplement in preparation for next weeks lectures (week 5) and made some notes. Bring your notes along to your lecture.
- Continued filling out your writing assignment template. Your template is due to be presented to your writing & management tutors in your tutorial next week. This is compulsory.
- Continued writing up assignment 1
- Continued your exam prep. Reviewed the key points in the chapters.

**By the end of week 5 (week of 10<sup>th</sup> August) you should have:**

- Read chapter 12 of the text book & read chapter 2 of the Jones supplement in preparation for next weeks lectures (week 6) and made some notes. Bring your notes along to your lecture.
- Continued writing up assignment 1.
- Started researching for assignment two.
- Read the required material for next weeks management tut. Bring your tutorial preparation write up along to next weeks tut.
- Continued your exam prep. Reviewed the key points in the chapters.

**By the end of week 6 (week of 17<sup>th</sup> August) you should have:**

- Read chapters 14 & 15 of the text book & reviewed chapter 2 of the Jones supplement in preparation for lectures after mid term break (week 7) and made some notes. Bring your notes along to your lecture.
- Continued writing up assignment 1. Mid term break covers the next two weeks. You will need to submit assignment 1 by 10am on Tuesday September 8<sup>th</sup> in your tutors assignment box, north end, Murphy building on the second day back. Remember your tutors name and write it on your assignment.
- Started writing up assignment two. Your focus should still be on completing assignment 1 but you should also start writing up assignment 2.
- Read the required material for week sevens management tut. Bring your tutorial preparation write up along to week sevens tut. If you prepare this week then you don't have to worry about completing it over mid term break!
- Continued your exam prep. Reviewed the key points in the chapters.

**By the end of week 7 (week of 7<sup>th</sup> September) you should have:**

- Read chapters 4 & 17 of the text book & read chapter 3 of the Jones supplement in preparation for next weeks lectures (week 8) and made some notes. Bring your notes along to your lecture.
- Submitted assignment 1 – both hard copy and e-copy. Late penalties will apply after 10am Tuesday September 8<sup>th</sup>
- Continued writing up assignment 2.
- Read the required material for next weeks tut (week 8). Bring your tutorial preparation write up along to next weeks tut.
- Continued your exam prep. Reviewed the key points in the chapters.

**By the end of week 8 (week of 14<sup>th</sup> September) you should have:**

- Read chapters 16 & reviewed chapter 2 of the text book & reviewed chapter 2 of the Jones supplement in preparation for next weeks lectures (week 9) and made some notes. Bring your notes along to your lecture.
- Continued writing up assignment 2.
- Read the required material for next weeks tut (week 9). Bring your tutorial preparation write up along to next weeks tut.
- Continued your exam prep. Reviewed the key points in the chapters.

**By the end of week 9 (week of 21<sup>st</sup> September) you should have:**

- Read chapter 3 of the Jones supplement in preparation for next weeks lectures (week 10) and made some notes. Bring your notes along to your lecture.
- Continued writing up assignment 2. This is due next week in the same tutors box as assignment 1.
- Received assignment 1 back in your allocated tutorial. Reviewed the comments your marker has left for you and included any needed improvements into assignment 2. This is due next week in the same tutors box as assignment 1.
- Read the required material for next weeks tut (week 10). Bring your tutorial preparation write up along to next weeks tut.
- Continued your exam prep. Reviewed the key points in the chapters.

**By the end of week 10 (week of 28<sup>th</sup> September) you should have:**

- Review chapter 3 of the Jones supplement in preparation for next weeks lectures (week 11) and made some notes. Bring your notes along to your lecture.
- Submitted assignment 2 – both hard copy and e-copy. Late penalties will apply after 10am Tuesday September 29<sup>th</sup>.
- Continued your exam prep. Reviewed the key points in the chapters.

**By the end of week 11 (week of 5<sup>th</sup> October) you should have:**

- Read chapter 5 of the text book and read chapter 5 of the Jones supplement in preparation for next weeks lectures (week 12) and made some notes. Bring your notes along to your lecture.
- Continued your exam prep. Reviewed the key points in the chapters.

**By the end of week 12 (week of 12<sup>th</sup> October) you should have:**

- Picked up any exam handouts from the last lecture.
- Received assignment two back in your allocated tutorial.
- Continued your exam prep. Reviewed the key points in the chapters.

Week	Dates	Lecturer	Text Chapter	Jones Chapter	Topics	Discipline	Tutorial	Assignments
1	Jul Wed 15th	G Tansley J Keilar D Gilbertson			Course Aims & Structure, Library & Current Issues in Management,	PM		
	Jul Thu 16th	P McDonald	1 & 4	1	Historical Foundations of Management	MGMT		
2	Jul Wed 22nd	B Cavana	3 & 4	4	Approaches to Decision Making	OPSDM	Tut ONE (1) Writing	
	Jul Thu 23rd	B Cavana	3 & 4	4	Decision Making in Practice	OPSDM		
3	Jul Wed 29th	L Corbett	2 & 7	4	What is Operations Management?	OPSDM	Tut TWO (2) Writing	
	Jul Thu 30th	L Corbett	2 & 7	4	Current Issues in Operations and Supply Chain Management	OPSDM		
4	Aug Wed 5th	U Daellenbach	8	4	Strategic Management Process	STRAT	Tut THREE (3) Writing	
	Aug Thu 6th	U Daellenbach	8	4	Competitive Analysis	STRAT		
5	Aug Wed 12th	U Daellenbach	8	4	Strategy Formulation and Implementation	STRAT	Tut FOUR (4)	Template due this week's tut
	Aug Thu 13th	U Daellenbach	8	4	Strategies used by Organisations	STRAT		
6	Aug Wed 19th	R Norman	12	2	Human Resource Management and Industrial Relations	HRIR	Tut FIVE (5) - OPDSM	Case one (1) prep due this weeks tut
	Aug Thu 20th	R Norman	12	2	Current activities in Human Resource Management	HRIR	Article one (1) see BB	
<b>Mid term break</b>					<b>mid term break</b>		<b>mid term break</b>	<b>mid term break</b>
7	Sep Wed 9th	R Norman	14	2	Motivation and rewards	HRIR	Tut SIX (6) - STRAT	Case two (2) prep due in this weeks tut
	Sep Thu 10th	R Norman	15	2	Individuals and work.	HRIR	Article two (2) see BB	Assign. #1 due @ 10am Tuesday September 8th
8	Sep Wed 16th	S Proctor-Thomson	4		The Study of Organisational Behaviour	OB	Tut SEVEN (7) - HRIR	
	Sep Thu 17th	S Proctor-Thomson	17		Organisational Communication	OB	Article three (3) see BB	Case three (3) prep due in this weeks tut
9	Sep Wed 23th	S Proctor-Thomson	16		Working in teams	OB	Tut EIGHT (8) - OB	Assign. # 1 return in this weeks tutorial
	Sep Thu 24th	S Proctor-Thomson	2 pp45-51	3	NZ Organisations & NZ Workers (Multicultural, bicultural and diversity issues within NZ organisations)	OB	Article four (4) see BB	Case four (4) prep due in this weeks tut
10	Sep Wed 30th	M Love		3	What is Maori Business?	MBUS	Tut NINE (9) - MBUS	Assign. # 2 due @ 10am Tuesday September 29th
	Oct Thu 1st	N Love		3	Contribution of Maori to NZ Economy	MBUS	Article five (5) see BB	Case five (5) prep due in this weeks tut
11	Oct Wed 7th	A Mead		3	Commercialisation of culture	MBUS	Tut TEN (10)	
	Oct Thu 8th	M Love		3	Maori Business Case Studies	MBUS	Combining all 5 disciplines	
12	Oct Wed 14th	E Chong	5	5	Challenges for NZ Managers	MGMT	Tut ELEVEN (11)	
	Oct Thu 15th	G Tansley			Course windup & exam info	PM	Mock exam test question.	Assign. # 2 return in this weeks tutorial

**Key:** PM = Programme Manager; MGMT = Management in general; OPSDM = Operations & Decision Making; STRAT = Strategy; HRIR = Human Resources & Industrial Relations; OB = Organisational Behaviour; MBUS = Maori Business; BB = Blackboard