

Victoria Management School

MGMT 318 ORGANISATIONAL DESIGN AND ANALYSIS

Trimester Two 2009

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Dr Kala S Retna

Room: RH1002, Rutherford House
Phone: 463 5066
Email: kala.retna@vuw.ac.nz
Website: www.vuw.ac.nz/vms

ADMINISTRATOR

Luisa Acheson

Room: RH912, Rutherford House
Phone: 463 5381
Email: luisa.acheson@vuw.ac.nz

UNDERGRADUATE PROGRAMME MANAGER

Garry Tansley

Room: RH 915
Phone: 463-6968
Email: garry.tansley@vuw.ac.nz

Teaching Period: Thursday 16 July to Thursday 15 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

Lectures: Thursday: 0930 to 11.30 am GBLT 1 (commencing on 16 July 09)

See Annex A for further details on scheduling of lectures.

Course Content

MGMT 318 aims to provide an advanced examination of selected issues in organisational analysis and organisation theory. The course largely operates at the macro level with an emphasis on organisations as a whole and the practical application of organisation theory. It builds upon the individual and social aspects of organisational behaviour covered in MGMT 202.

Today organisation theory is in a state of flux. Traditional modern scientific and mechanistic approaches to organisation are increasingly being questioned, and alternative approaches have gathered support. There is no longer one accepted 'best' way to analyse, design, or intervene in organisations, and the field

is now characterised by much debate among proponents of a diverse range of perspectives. The course aims to engage students in these debates.

Course-related Student Learning Objectives

By the end of the course, students should be able to:

- a. to **describe**, and have a **working knowledge** of, organisational theories and approaches relating to each of the topics presented in the course;
- b. to **critically question** and **evaluate** the applicability of these concepts in particular organisational settings, and, based on such critical evaluations, **formulate** their own informed views regarding the various theories and approaches presented in this course;
- c. to develop logically **coherent and convincing** arguments for their views, and effectively **present** these views to others.

All four assessment items are designed to address these learning objectives.

Course Delivery

The course is delivered through lectures and tutorials. Students are expected to attend and participate in these sessions. Attendance at tutorials is part of the mandatory course requirements (see later) and participation during tutorials is assessed (see assessment).

Expected Workload

Students can expect the workload to be approximately 10-14 hours per week of student work, including both scheduled contact time (lectures and tutorials) and outside class.

Tutorial Signup Instructions

Requirements to use this programme:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

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

Tutorials start on the third week of the course. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard. If you have any serious problems about the allocations see the Undergraduate Programme Manager as soon as possible.

Readings

The *required* textbook is:

G. Morgan, 'Images of organization' Sage 2006 Edition

Additional readings will be handed out in class.

Material for the tutorials will be distributed during the second lecture.

Assessment Requirements

Assignment	Title	Weight	Date
1	One In-Class Test	18%	Thursday 20 August
2	Individual Assignment – Organisational Analysis	25%	Thursday 1 st October
3	Tutorial Participation	7%	
4	Final Examination	50%	27 October – 14 November
	TOTAL	100%	

1. In-Class Test

Date: 20 Aug 2009

Marks: 18%

Duration: 1 hour

The in-class test will comprise of 2 essay questions that will require you to show your understanding and analysis on specific concepts/images covered in the course. Each question will have an equal weightage of 9%.

2. Individual Assignment – Organisational Analysis

Due: 1st October 2009

Marks: 25%

Length: 1500 words

Details of assignment will be given in the class.

3. Tutorial Participation

Marks: 7%

Participation in tutorials is crucial to the learning process on this course. This is a participation mark, not an attendance mark. You will be assessed by your tutor on the extent and quality of your participation. There are seven tutorials during the course and the first tutorial is in week 3. Details about the topics of the tutorials and the preparation you are required to undertake for them will be given in lectures and posted on Blackboard.

3. 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 3-hour examination. Essay style answers are expected. You need to answer four questions that will require you to draw on different theories/images covered in the course. All book chapters covered during the course are examinable.

Handing in assignments

Assignments should be dropped in **MGMT 318 Box #26** on the Mezzanine floor of Rutherford House (Pipitea 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 B. Assignments received after the due date will be deemed to be **late**, and must be handed to the Administrator for this course in RH912 where your assignment will have the time, date and signature noted on the front cover by the person receiving it. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 6 out of the 7 tutorial sessions;
- b. Sit the one In-class test;
- c. Submit one individual assignment (organisational analysis) within the allowable timeframe (see Penalties section) below (i)); and
- d. To obtain at least 50 per cent (i.e. 25 marks out of 50) of the final examination marks available.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, 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 **Undergraduate 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 **Undergraduate 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. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

Grading Guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the 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 C) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House 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

MGMT318_Smith_Pauline_3000223344_Ass1 Query

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

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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 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/

Annex A

Schedule of Lectures

1	16 July	An Overview: On the nature of metaphor and its role in understanding organization and management Reading: chapter 1
2	23 July	Organizations as psychic prisons Reading: chapter 7 (Guest Lecturer – Dr Todd Bridgman)
3	30 July	Organizations as machines Reading: chapter 2 TUTORIALS START THIS WEEK
4	6 Aug	Organizations as organism Reading: chapter 3
5	13 Aug	Organizations as brains Reading: chapter 4
6	20 Aug	Organizations as brains –Cont’ In-class Test
Mid Trimester Break		
7	10 Sept	Organizations as cultures Reading: chapter 5
8	17 Sept	Organizations as political systems Reading: chapter 6
9	24 Sept	Organizations as flux and transformation Reading: chapter 8
10	1 Oct	Organizations as instruments of domination Reading: chapter 9 Submission of Individual Assignment
11	8 Oct	The challenge of metaphor Reading: chapter 10
12	15 Oct	Revision for Examination Course Evaluation



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MGMT318 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

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: _____



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Request for re-examination of assessed work

	Assessment affected <i>e.g. Individual Assignment, In-class Test</i>	
Student ID	Name <i>As it appears in your enrolment</i>	Tutorial No/Tutor's name
Contact Details	<i>Phone</i> _____ <i>Email</i> _____	

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

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

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

Note: "I think it is worth more," is insufficient.

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

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Signature Date