School of Government

MMPM 501
PUBLIC MANAGEMENT
(15 Points)

Trimester One / 2010

COURSE OUTLINE

Names and Contact Details

Course Coordinator: **Associate Professor Bill Ryan**
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Office Hours: 8.30am to 5.00pm, Monday to Friday

Trimester Dates

Trimester Dates: Monday 1 March – Wednesday 30 June 2010
Teaching Period: Tuesday 23 February – Friday 11 June 2010

Class Times and Room Numbers

Module One:	Tuesday 23 February 2010	8.30am – 6.00pm
Module Two:	Tuesday 13 April 2010	8.30am – 6.00pm
Module Three:	Tuesday 8 June 2010	8.30am – 6.00pm

Locations: Classes will be held on the Pipitea Campus of Victoria University in Wellington and you will be advised of your classroom one week prior to each module by email.

Withdrawal Dates

Notice of withdrawal must be in writing / emailed to the Masters Administrator. Ceasing to attend or verbally advising a member of staff will NOT be accepted as a notice of withdrawal.

Students giving notice of withdrawal from this course after **Monday 8 March 2010** will NOT receive a refund of fees.

Associate Dean (Students)'s approval required for withdrawal from this course after **Thursday 13 May 2010**.

See more information available via:

- **Withdrawal dates: Late withdrawals with Associate Dean (Students) permission (See Section 8: Withdrawals – from the Personal Courses of Study Statute)**
  http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf
- **Withdrawal dates: Refunds:**
  www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx

Course Content and Readings

The required readings for the course are listed below. Please note that students are required to purchase **Hughes, O. (2003)** *Public Management and Administration*, **3rd ed., Palgrave Macmillan, Basingstoke/New York** as a required text. Copies are available for purchase from VicBooks, the University Bookshop (www.vicbooks.co.nz). Other required readings are to be downloaded from the internet or from the course Blackboard site – those provided on Blackboard are identified below.

Blackboard
Blackboard is Victoria University's online environment that supports teaching and learning by making course information, materials and other learning activities available via the internet through the myVictoria student web portal. To access the Blackboard site for this course:

1. Open a web browser and go to www.myvictoria.ac.nz.
2. Log into myVictoria using your ITS Username (on your Confirmation of Study) and password (if you've never used the Victoria University computer facilities before, your initial password is your student ID number, on your Confirmation of Study, Fees Assessment or student ID card – you may be asked to change it once you've logged in for the first time).
3. Once you've logged into myVictoria, select Blackboard (from the options along the top of the page) to go to your Blackboard homepage.
4. The "My Courses" box displays what courses you have access to (please note that only courses that are actually using Blackboard will be displayed), so select "10.1.MMPM501: Public Management" for the course-specific Blackboard site.

You are recommended to ensure that your computer access to Blackboard is working before the course starts.

If you have any problems with myVictoria or Blackboard, you should contact the ITS Helpdesk on (04) 463 5050 or its-service@vuw.ac.nz, or visit the Helpdesk on level 2 of the Railway West Wing, Pipitea Campus (see www.victoria.ac.nz/its/student-services/ for more information).

MODULE ONE
Overview: Public administration, public management and governance
Reading:
- Peters GB (2002) 'The Changing Nature of Public Administration: From Easy Answers to Hard Questions', *Asian Journal of Public Administration*, Vol. 24, No 2, December, pp. 153-183. (Blackboard)

The constitutional foundations (Westminster conventions) in NZ; The public service and the public servant; Officials, ministers and the parliament
Reading:
- Cabinet Office, DPMC (2001) *Cabinet Manual*, Wellington, pp. 1-6 and Chapter 3 (you should also read Chapters 1 & 2 for background). The Manual can be downloaded from www.cabinetmanual.cabinetoffice.govt.nz/
- See also the *Principles, Conventions and Practice Guidance Series* on the SSC website – download from www.ssc.govt.nz/display/document.asp?NavID=114&DocID=5798. Note that the SSC says "that the information is no longer current and the material has been archived by the State Services Commission". In fact, for our purposes, the underlying principles are still applicable and the documents worth reading. In particular, read:
  - "The Constitutional Setting" – download from www.ssc.govt.nz/display/document.asp?docid=4277
  - "The Public Service and the Government" – download from www.ssc.govt.nz/display/document.asp?docid=2006
  - "The Public Service and the Public" – download from www.ssc.govt.nz/display/document.asp?docid=2005
  - "The Public Service and the Treaty of Waitangi" – download from www.ssc.govt.nz/display/document.asp?docid=2004
  - "The Senior Public Servant" – download from www.ssc.govt.nz/display/document.asp?docid=2010

Public administration to public management: The bureaucratic era; 'New public management'; The NZ model of public management
Reading:
- Hughes O. (2003) *Public Management and Administration*, 3rd ed., Palgrave Macmillan Basingstoke/New York, Chapters 1, 2 and 3 (text)
- SSC (1998) "New Zealand's State Sector Reform: A Decade of Change", Wellington. Download from www.ssc.govt.nz/display/document.asp?docid=2384&PageType=toc&displaytype=pf
- Scott G. (2001) *Public Management in New Zealand*, Centre for Law and Economics, ANU, Canberra, 'Foreword', 'Preface' and chapters 1-3. (Blackboard)
- Boston J., Martin J., Pallot J. and Walsh P. (1996), *Public Management: The New Zealand Model*, Auckland, Oxford University Press, chapter 2 (Blackboard)

The emergence of doubts: NZ in the mid-1990s: The Schick Report, The Standards Board; Review of the Centre
Reading:
- Schick A. (1996) *The Spirit of Reform: Managing the New Zealand State Sector in a Time of Change,* Wellington. Download from www.ssc.govt.nz/display/document.asp?docid=2845
- The Standards Board (2001) "First Report". Download from www.ssc.govt.nz/display/document.asp?docid=2330&pageno=2#P29_1346
- The Standards Board (2002) "The Ethos of the State Sector Report, as at 30 June 2002". Download from www.ssc.govt.nz/display/document.asp?docid=2856&PageType=toc&displaytype=pf
- Ministerial Advisory Group (2001) *Report of the Advisory Group on the Review of the Centre*, Wellington. Download from www.ssc.govt.nz/display/document.asp?docid=2776

'Managing for outcomes' - often shared outcomes; 'Whole of government' and 'integrated service delivery'
Reading:
(Note that the SSC webpage at www.ssc.govt.nz/display/document.asp?navid=339#P54_546 contains a number of significant documents relating to 'Performance and Accountability' of which those listed below are only a few. Almost all of them will be valuable to you at some point in this course so you are encouraged to browse through them and download those that interest you.)

- DPMC, TPK, SSC, Tsy (2003) *Managing for Outcomes: Guidance for Departments,* Prepared by the Steering Group for the Managing for Outcomes Roll-out 2004/05, Wellington. Download from www.ssc.govt.nz/mfo-guidance-04/05-rollout
- DPMC, TPK, SSC, Tsy (2004) *Getting Better at Managing for Shared Outcomes*, Guidance prepared for the Managing for Outcomes Programme Office for Outcomes Roll-out 2005/06, Wellington. Download from www.ssc.govt.nz/upload/downloadable_files/mfso-guidance.pdf
- SSC (2008) *Factors for Successful Coordination - A Framework to Help State Agencies Coordinate Effectively*, Wellington. Download from www.ssc.govt.nz/upload/downloadable_files/successful-coordination-framework.pdf
- SSC, MSD (2003) *Review of the Centre Integrated Service Delivery: Regional Co-ordination* - Final Workstream Report www.ssc.govt.nz/display/document.asp?docid=4897
- MSD (2003) *Mosaics (Whakaahua Papariki): Key Findings and Good Practice Guide for Regional Co-ordination and Integrated Service Delivery*, Wellington. Download from www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/archive/2003-mosaics.pdf

Other background reading if required:
- Pathfinder website http://io.ssc.govt.nz/pathfinder/. Click on 'Guidance' to go to the 'Building Blocks', 'Learning Documents' and 'Supporting Documents'. All of these are worth downloading and reading (the 'Lessons Learned' document provides a useful overview).
- Ryan B. (2003) *Learning MFO: Managing for Outcomes – The Queensland Case*, Institute of Public Administration Australia, Queensland, Brisbane. (Blackboard)

- Cook A-L. (2004) *"Managing for Outcomes" in the New Zealand Public Management System*, Treasury Working Paper 04/15, Wellington. Download from www.treasury.govt.nz/publications/research-policy/wp/2004/04-15/twp04-15.pdf

2002-4: Legislative changes, the Local Government Act
Reading:
- Explore the Local Government New Zealand (LGNZ) website at www.lgnz.co.nz/lg-sector/
- Reid M., Scott C. and McNeill J. (2006) 'Strategic Planning Under the Local Government Act 2002: Towards Collaboration or Compliance?' *Policy Quarterly*, Vol. 2 No 2, pp. 18-25. (Blackboard)

Performance management in NZ
Reading:
- Auditor and Comptroller-General (2008) *The Auditor-General's observations on the quality of performance reporting*, Wellington. Download from www.oag.govt.nz/2008/performance-reporting
- SSC, TSY (2008) *Performance Measurement: Advice and examples on how to develop effective frameworks*, Wellington. Download from www.ssc.govt.nz/upload/downloadable_files/performance-measurement.pdf

Public management and the Treaty of Waitangi
Reading:
- Go to the SSC Treaty of Waitangi Information Programme at www.ssc.govt.nz/display/document.asp?navid=252 and from there to the NZ History Online site at www.nzhistory.net.nz/category/tid/133.
- *He Tirohanga o Kawa ki te Tiriti o Waitangi* (A Guide to the Principles of the Treaty of Waitangi) is maintained on the TPK website at www.tpk.govt.nz/en/in-print/our-publications/publications/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi/ from which the section detailing the principles can be downloaded from www.tpk.govt.nz/en/in-print/our-publications/publications/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi/download/tpk-treatyprinciples-2001-en.pdf

MODULE TWO
Emerging ideas: public management as creation of public value
Reading:
- UK Cabinet Office (2002) *Creating Public Value*, London, Strategy Unit (authors: Gavin Kelly and Stephen Muers). Download from www.cabinetoffice.gov.uk/media/cabinetoffice/strategy/assets/public_value2.pdf
- Louise Horner, Rohit Lekhi, Ricardo Blaug (2006) *Deliberative democracy and the role of public managers*, Final report of The Work Foundation's public value consortium – November 2006. Download from www.theworkfoundation.com/research/publications/publicationdetail.aspx?oItemId=107

Critical ideas: public management, the-official-as-governor, democracy, participation and enablement. – the changing face of governing?
Reading:
- OECD (2001) *Citizens as Partners: Information, Consultation and Public Participation in Policy-Making*, Paris, OECD (pp. 1-77) (Blackboard)

- Feldman M. and Khademian A. (2002) 'To Manage is to Govern', *Public Administration Review*, September/October, Vol. 62, No. 5 (Blackboard)
- Ryan B. (2008) 'Constitutional adaptation in practice: Emerging realities in 21st century governing in Aotearoa/New Zealand?' Paper presented to the symposium *After the Reforms: Where are we? Where are we going?*, Duxton Hotel, Wellington 28 – 29 February. (Blackboard)
- Peters GB (2004) 'Governance and Public Bureaucracy: New Forms of Democracy or New Forms of Control?' *The Asia Pacific Journal of Public Administration*, Vol. 26, No 1, June, pp. 3-15. (Blackboard)

Is 'reform' finished? Or is 'change a constant'? Envisaging and leading continuing change? NZ cf. Australian Commonwealth
Reading:
- For this section of the course an in-depth comparative analysis will be conducted of the content of the websites maintained by the NZ Treasury (www.treasury.govt.nz) and the SSC (www.ssc.govt.nz) against the Australian Commonwealth Public Service Commission (www.apsc.gov.au) and the Department of Finance and Deregulation (www.finance.gov.au)
- Norman, R. (2006) New Governance, New Dilemmas: Post-Reform Issues in New Zealand's Public Sector, *Policy Quarterly*, Vol. 2 No 3, pp. 24-31. (Blackboard)

The practices and preoccupations of public management
Machinery of government (public service, state sector, public sector)
Reading:
- Read the SSC Machinery of Government web pages at www.ssc.govt.nz/display/document.asp?navid=306
- SSC (2007) *Reviewing the Machinery of Government*, Wellington. Download from www.ssc.govt.nz/upload/downloadable_files/reviewing-mog.pdf
- Also explore the guidance for Crown entities and other bodies at www.ssc.govt.nz/display/document.asp?navid=215
- Hughes (2003) *Public Management and Administration*, Chapter 5

Strategic management and managing for results/outcomes
Reading:
- Hughes (2003) *Public Management and Administration*, Chapter 7.
- TSY, SSC (2003) *Managing for Outcomes - Guidance for Departments*, Wellington. Download from www.ssc.govt.nz/upload/downloadable_files/MfO_Guidance_2003.pdf
- Tsy, SSC (2005) *Planning and Managing for Results - Guidance for Crown Entities*, Wellington. Download from www.ssc.govt.nz/upload/downloadable_files/planning-and-managing-for-results-crown-entities-guidance.pdf

Human resource management and organisational capability
Reading:
- Hughes (2003) *Public Management and Administration*, Chapter 8.
- Read the SSC Human Resources - People Capability web pages at www.ssc.govt.nz/display/document.asp?navid=86
- Also read the Senior Leadership and Management Development section of the SSC website at www.ssc.govt.nz/display/document.asp?navid=214

Financial management and budgeting
Reading:
- Hughes (2003) *Public Management and Administration*, Chapter 9.
- Treasury (2006) *A Guide to the Public Finance Act*, Wellington. Download from www.treasury.govt.nz/publications/guidance/publicfinance/pfaguide/guide-pfa.pdf

Implementation and service delivery
Reading:
- Ryan B. (2003) *Learning MFO: Managing for Outcomes – The Queensland Case*, Institute of Public Administration Australia, Queensland, Brisbane. Chapter 3 (Blackboard)
- APSC (2009) *Policy implementation through devolved government*, Canberra. Download from www.apsc.gov.au/publications09/devolvedgovernment.pdf
- Mulgan G. and Lee A. (2001) *Better Policy Delivery and Design*, UK Cabinet Office, London. Download from www.cabinetoffice.gov.uk/media/cabinetoffice/strategy/assets/betterpolicy2.pdf

Performance monitoring and evaluation
Reading:
- DPMC, TPK, SSC, TSY (2003) *Learning from Evaluative Activity: Enhancing Performance through Outcome-focussed Management*, Wellington. Download from www.ssc.govt.nz/upload/downloadable_files/Learning_from_Evaluative_Activity.pdf
- (Also the readings listed under 'Performance management in NZ')

Reporting and accountability
Reading:
- Hughes (2003) *Public Management and Administration*, Chapter 13.
- See the section on 'Accountability Documents on the SSC website at www.ssc.govt.nz/display/document.asp?navid=339#P68_1247
- Treasury (2009) *Statement of Intent - Guide to the Content and Production*, Wellington. Download from www.treasury.govt.nz/publications/guidance/strategy/soicontent-production/soi-content-prod-09.pdf

MODULE THREE
e-government and the new technologies
Reading:
- Hughes (2003) *Public Management and Administration*, Chapter 10.
- Go to the SSC E-government web pages at www.ssc.govt.nz/display/document.asp?navid=106 and the e-government website at www.e.govt.nz/about-egovt/strategy
- SSC (2006) *Enabling Transformation: A strategy for e-government 2006*, Wellington. Download from www.e.govt.nz/about-egovt/strategy/strategy-nov-06.pdf
- OECD (2005) *e-government for Better Government*, OECD, Paris. Chapters 1 & 2 (Blackboard)

Ethics, values and 'public' service
Reading:
- *Code of Conduct for State Services* (2007). Download from www.ssc.govt.nz/upload/downloadable_files/Code-of-conduct-StateServices.pdf

- Teo reo Maori version from
  www.ssc.govt.nz/upload/downloadable_files/State_Services_Code_of_Conduct-Te_Reo_Maori.pdf
- Also read the SSC website on The 'code of Conduct for State Services' at
  www.ssc.govt.nz/display/document.asp?DocID=7063

Leadership/leading, influence and change
Reading:
- OECD (2001) *Public Sector Leadership for the 21st Century*, Paris, OECD (pp. 1-56) (Blackboard)
- Read the SSC website on Senior Leadership and Management Development at
  www.ssc.govt.nz/display/document.asp?NavID=214&DocID=7521
- SSC (2003 rev 2009) *Leadership Capability Profile*, Wellington. Download from
  www.ssc.govt.nz/upload/downloadable_files/Leadership-Capability-Profile-Nov09.pdf

Networks, collaboration and sharing
Reading:
- Hughes (2003) *Public Management and Administration*, Chapter 11.
- Bovaird T. (2007) "Beyond Engagement and Participation: User and Community Coproduction of Public Services", *Public Administration Review*, Sep/Oct. (Blackboard)

Outsourcing, markets and contract management
Reading:
- OECD (2005) *Modernising Government: The Way Forward*, OECD, Paris. Ch 5 "The Use of Market-type Mechanisms to Provide Government Services" (Blackboard)
- Hodge G. (1998) 'Contracting Public Sector Services: A Meta-Analytic Perspsective of the International Evidence, *Australian Journal of Public Administration*, 57(4), pp. 98-110 (Blackboard)

The Future of Public Management?
Reading:
- Hughes (2003) *Public Management and Administration*, Chapter 14
- OECD (2000) *Government of the Future*, Paris, OECD, pp. 1-88 (Blackboard)
- Robert B. Denhardt R. and Denhardt J. (2000) "The New Public Service: Serving Rather than Steering, *Public Administration Review*, November/December, Vol. 60, No. 6 (Blackboard)

Course Learning Objectives

By the completion of this course, candidates will:

- Understand what is meant by the theory and practice of 'public management', particularly as understood in the liberal democracies such as New Zealand;
- Understand the directions of and justifications of contemporary developments in public management in New Zealand; and
- Be able to apply these to present-day development in New Zealand public sector organisations.

Course Delivery

This course is delivered in a modular format, which includes a minimum of 24 hours contact. The 24 hours are broken up into three separate days of eight hours each (a 'module'). There are three modules in the course with approximately five to six weeks between each module. **Attendance is required at all three modular teaching days (8.30am – 6.00pm).**

Expected Workload

The learning objectives set for each course are demanding and, to achieve them, candidates must make a significant commitment in time and effort to reading, studying, thinking, and completion of assessment items outside of contact time. Courses vary in design but all require preparation and learning before the first module. Regular learning is necessary between modules (students who leave everything to the last moment rarely achieve at a high level). Expressed in input terms, the time commitment required usually translates to 65-95 hours (excluding class contact time) per course.

Group Work

Each student is expected to contribute to discussion during the modules. No group work will be set for assessment.

Assessment Requirements

This course requires that each student complete two concepts tests and an essay:

1. Concepts test 1: approximately 2,000 words (20%), due **Tuesday 2 March 2010**
2. Concepts test 2: approximately 2,000 words (20%), due **Tuesday 20 April 2010**
3. Essay: 3,000-4,000 words (60%), due **Friday 11 June 2010**

The details are as follows:

1. Concepts test 1
Students will be provided with an extensive list of concepts (expressed in the form of a question), each of which should be regarded as a necessary learning outcome for the course. 20 of these items will be selected and students are to provide a 100 word answer. Students will be given the test via Blackboard and be given 7 days in which to complete the test. **Answers are to be submitted via Blackboard by Tuesday 2 March 2010** *[Instructions on how to do this will be issued later].*

2. Concept test 2
As per concepts test 1. **Answers are to be submitted via Blackboard by Tuesday 20 April 2010** *[Instructions on how to do this will be issued later].*

3. Essay

Students are to select one of the topic questions below and write an essay of 3,000-4,000 words. **To be submitted via Blackboard by Friday 11 June 2010** *[Instructions on how to do this will be issued later].*

i. Bearing in mind the wide range of substantive, strategic and operational issues discussed in the Australasian and international literature, what are two or three of the major issues confronting the system of public administration and management in New Zealand (OR your jurisdiction)? What evidence is there that these are major problems or, if your concerns are theoretically-derived, why does the theory suggest that the problem exists? Are the problems you have identified recognised by others - and, if not, why not? In general terms, what needs to be done?

ii. It can be argued that 'managing for outcomes' in New Zealand has not been fully implemented and, in fact, may even be giving way at this moment to 'performance management'. What is meant by this argument? What evidence is available to support or refute this claim? (For example, what is suggested by the website offerings of the central and regulatory agencies? What does the content of agency statements of intent suggest? What is regarded as important in the internal cultures of agencies with which you are familiar?) If you conclude that the argument has merit, given that governments in countries like New Zealand are supposed to be becoming more open, transparent and accountable (for what? to whom?), is this shift desirable?

iii. Weighing up all the arguments, do you agree or disagree with the view that changes are taking place in New Zealand such that the traditional Westminster relationship between minister and official should be redefined? If/if not, what leads you to this view? If/if not, are the current arrangement appropriate - and, if not, what should be done?

iv. If the public management system as a whole in any jurisdiction should include the full range of practices often identified as the components of public management, does New Zealand government (at the central and/or local government levels) pay sufficient attention to all of them - or does it prioritise some over others? If the latter, is this an inevitable consequence of the political and economic context or is it a weakness that should be rectified?

v. What is meant by the term 'public administration'? What is meant by 'new public management'? What were the main market-based 'reforms' of the NPM period and what rationales were offered for their introduction? Do those rationales still hold today in your jurisdiction? If so/if not, what are the implications of your assessment for the continuing development of the public sector?

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Students should keep a copy of all submitted work.

Class Attendance

The School expects you to attend all three modules for the course. If, before enrolment for a course, you are aware that you will not be able to attend a module, you must notify the Director of Master's Programmes when you enrol explaining why you will not be able to attend. The Director of Master's Programmes will consult with the relevant course coordinator. In such circumstances, you may be declined entry into a course.

If you become aware after a course starts that you will be unable to attend a module or a significant part of a module (i.e. more than two hours in any given day), you must advise the course coordinator before the module explaining why you will be unable to attend. The course coordinator may excuse you from attendance and may also require you to complete compensatory work relating to the course content covered during your absence.

Deadlines and Failure to Meet Due Dates

The ability to plan for and meet deadlines is a core competency of both advanced study and public management. Failure to meet deadlines disrupts course planning and is unfair on students who do submit their work on time. It is expected therefore that you will complete and hand in assignments by the due date. Marks will be deducted at the rate of five per cent for every day by which the assignment is late and no assignments will be accepted after five working days beyond the date they are due. For example, if you get 65% for an assignment, but you handed it in on Monday when it was due the previous Friday, you will get a mark of 50%.

If ill-health, family bereavement or other personal circumstances beyond your control prevent you from meeting the deadline for submitting a piece of written work or from attending class to make a presentation, you can apply for and may be granted an extension to the due date. You should let your course coordinator know as soon as possible in advance of the deadline (if circumstances permit) if you are seeking an extension. Where an extension is sought, evidence, by way of a medical certificate or similar, may be required by the course coordinator.

Mandatory Course Requirements

Submit or participate in all pieces of assessment required for this course.

Communication of Additional Information

Blackboard will be an important medium of communication and distribution for this course. Please check it regularly. It is also possible that emails may be sent to you via Blackboard so please ensure that your VUW email account is activated and that you check it.

Academic Integrity, Plagiarism, and the Use of Turnitin

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea. Even if it is presented in your own style, you must still acknowledge your sources fully and appropriately. This includes:

- material from books, journals or any other printed source
- the work of other students or staff
- information from the Internet
- software programs and other electronic material
- designs and ideas
- the organisation or structuring of any such material.

Acknowledgement is required for all material in any work submitted for assessment unless it is a 'fact' that is well-known in the context (such as "Wellington is the capital of New Zealand") or your own ideas in your own words. Everything else that derives from one of the sources above and ends up in your work – whether it is directly quoted, paraphrased, or put into a table or figure, needs to be acknowledged with a reference that is sufficient for your reader to locate the original source.

Plagiarism undermines academic integrity simply because it is a form of lying, stealing and mistreating others. Plagiarism involves stealing other people's intellectual property and lying about whose work it is. This is why plagiarism is prohibited at Victoria.

If you are found guilty of plagiarism, you may be penalised under the Statute on Student Conduct. You should be aware of your obligations under the Statute, which can be downloaded from the policy website (www.victoria.ac.nz/home/about/policy/students.aspx). You could fail your course or even be suspended from the University.

Plagiarism is easy to detect. The University has systems in place to identify it.

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine 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 made available to any other party.

There is guidance available to students on how to avoid plagiarism by way of sound study skills and the proper and consistent use of a recognised referencing system. This guidance may be found at the following website: www.victoria.ac.nz/home/study/plagiarism.aspx.

If in doubt, seek the advice of your course coordinator.

Plagiarism is simply not worth the risk.

Other Information

For the following important information, follow the links provided:

- **Academic Integrity and Plagiarism**
  www.victoria.ac.nz/home/study/plagiarism.aspx
- **General University Policies and Statutes**
  www.victoria.ac.nz/home/about/policy
- **AVC (Academic) Website: information including Conduct, Academic Grievances, Students with Impairments, Student Support**
  www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx
- **Faculty of Commerce and Administration Offices**
  www.victoria.ac.nz/fca/studenthelp/
- **Manaaki Pihipihinga Programme**
  www.victoria.ac.nz/st_services/mentoring/