

Victoria Management School

MGMT101: INTRODUCTION TO MANAGEMENT

Trimester Two 2010

COURSE OUTLINE

COURSE COORDINATOR

Dr Eric Chong

Room: RH919, Rutherford House

Phone: 463 6942

Email: Eric.Chong@vuw.ac.nz

Website: www.vuw.ac.nz/vms

PROGRAMME MANAGER

Garry Tansley

Room: EA129 for MGMT 101

Phone: 463-6968

Email: Garry.Tansley@vuw.ac.nz

ADMINISTRATOR

Luisa Acheson

Room: RH912, Rutherford House

Phone: 463 5381

Email: Luisa.Acheson@vuw.ac.nz

Class Times and Room Numbers

Lectures:	Stream L4	Tues. & Thu. 9.00 - 9.50am	Maclaurin LT103
	Stream L3	Tues. & Thu. 10.00 - 10.50am	Maclaurin LT103
	Stream L2	Tues. 2.10 - 3.00pm	Maclaurin LT103
		Thu. 2.10 - 3.00pm	New Kirk LT303

Teaching Period: Monday 12th July – Friday 15th October 2010

Study Period: Monday 18th October – Thursday 21st October 2010

Examination Period: Friday 22 October – Saturday 13 November 2010 (inclusive)

Withdrawal from Courses:

Your fees will be refunded if you withdraw from this course on or before **23 July 2010**

The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e.

Friday 24 September. After that date, permission to withdraw requires the permission of the Associate Dean (Students) as set out in section 8 of the Personal Courses of Study Statute

<http://policy.vuw.ac.nz/Amphora!~policy.vuw.ac.nz~POLICY~000000001743.pdf>

To apply for permission, fill in the Late Withdrawal form available from either of our Student Customer Service Desks.

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. **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 discuss ‘management theories, frameworks and concepts’ with the lecturer.

Course Learning Objectives

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

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

Expected Workload

A total of 150 hours of work is expected from students in this course. That consists of 35 hours of classes, eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 19 hours revising during the mid-trimester break and study week.

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.

Readings

The course textbook:

Management: A VMS Approach. Victoria Management School. © John Wiley & Sons Australia Ltd. 2010. The textbook is available at the Victoria Book Centre.

Assessment Requirements

Assignment	Title	Weight	Due Date
1	Assignment 1 (1500 words)	15%	Your tutors drop box, north end Level 2 Murphy building, Thursday August 19 th @ 1pm
3	Assignment 2 (3000 words)	25%	Your tutors drop box, north end Level 2 Murphy building, Friday September 24 th @ 1pm
4	Tutorial Preparation	5%	To obtain any preparation mark you must attend at least eight (8) of the 11 tuts offered. No preparation mark is available for the first tutorial.
5	Tutorial Participation	5%	To obtain any participation mark you must attend at least eight (8) of the 11 tuts offered. No participation mark is available for the first tutorial.
6	Final Examination	50%	22 October – 13 November 2010
	TOTAL	100%	

1. Assignments 1 & 2

You will be asked to present a report selling an idea through the application of management frameworks and theory taught in the course.

This assignment also involves a literature search of academic article(s). Instructions and marking guidelines for assignment 1 are in Annex A. Instructions and marking guidelines for assignment 2 are in Annex B.

2. Tutorial preparation and participation

Tutorial signup is done through the online programme; 'S-Cube'. You should have been notified by email about how to sign-up to a tutorial using this system. Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system. Click on MGMT101 and follow the instructions. If you have been unable to sign up by the end of the first week please contact the Programme Manager in EA129.

You will be assessed in your preparation and participation in all tutorials. The demonstrated quality of your **written preparation** for eight (8) or more tutorials will guide the outcome of your preparation mark. The demonstrated quality of your **thinking**, more than anything else, for eight (8) or more tutorials will guide the outcome for your participation mark. If you attend seven (7) or less tutorials you will receive no tutorial preparation and participation marks. The assessment guideline is in Annex C.

3. Examination

Examination period for trimester is from Friday 22 October – Saturday 13 November 2010 (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during this examination period.

The examination is worth 50% of the total marks available for this course. It is a closed book 2-hour examination. Essay style answers are required. 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 D. 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.

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.

Late assignments

To be handed into EA001.

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.

Examinations

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The final examination for this course will be scheduled at some time during the period from **Friday 22 October – Saturday 13 November 2010 (inclusive)**

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 E) 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.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. All students enrolled in MGMT101 in the second trimester 2010 that have previously obtained an 'E' grade for any BCA core course in 2009 and the 1st trimester 2010 must present themselves to EA129 for an interview. Failure to do so will result in the student being withdrawn from MGMT101. Interviews will take place between 10am and 4pm Monday to Friday beginning Monday July 12th 2010 and ending Friday July 23rd 2010.
- b. Submit assignment 1 hard copy to assignment box and the e-copy to blackboard;
- c. Submit assignment 2 hard copy to assignment box and the e-copy to blackboard;
- d. Submit all assignments within the allowable timeframe (see Penalties section) below (i); and
- e. To obtain at least 40 per cent (i.e. 20 marks out of 50) of the final examination marks available.

Note: Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including any final examination. (See section 2 of the Assessment Handbook).

Class Representative

A class representative will be elected in the first lecture, and that person's name and contact details will be made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students. <http://www.vuwsa.org.nz/representation/class-reps/>

Use of Turnitin

Student work provided for assessment in this course will 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 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>

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

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

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/

MGMT101 Assignment 1 – Sustainability

Value of assignment = 15% of final mark

The purpose of this assignment is to research, plan and produce a written report ‘selling the idea’ that Victoria University of Wellington (VUW) needs to be more ‘sustainable’ in its business practices in order to be competitive. Address your report to ‘The Undergraduate Programme Manager, Victoria Management School, Victoria University of Wellington’.

Word limit = 1500 words, 12pt font, 1.5 line spacing. APA referencing to be used.

The holistic academic quality of your assignment, as per the marking rubric, will determine your overall performance. You will be assessed in the following key areas:

- your ability to **select** a relevant article either from the Strategic Management (SM) or Organisational Behaviour (OB) Journal list (see end of these instructions for a list of reputable journals to search from) that makes a clear **connection** to sustainability
- your ability to clearly **state** the framework/concept/theory that your chosen article is putting forward
- your ability to clearly and succinctly **summarise** the relevant key points from appendix 4 of your text (pp.604-613).
- your ability to clearly **compare** the framework/concept/theory that your chosen article is putting forward to Appendix 4 of your text - ‘Sustainability in Aotearoa New Zealand’ (pp.604-613).
- your ability to clearly **contrast** the framework/concept/theory that your chosen article is putting forward to Appendix 4 of your text - ‘Sustainability in Aotearoa New Zealand’ (pp.604-613).
- your ability to clearly show **reflective** thinking on the use of management material and its usefulness to VUW.
- your ability to **communicate** clearly with the reader. This will be assessed through the application of the communication rubric. What you have learnt in the writing component of FCOM 111 will also reflect in the written quality of this report.

Before you start your assignment you will need to research and provide a **definition** (within the context of this assignment) for the following terms 1 – 20 below. Put these definitions, and where you got the definitions from (i.e. the 'source'), in appendix 'A'.

Table 1

1	summarise	11	strategy
2	research	12	organisational behaviour
3	sustainability	13	executive summary
4	framework	14	contents page
5	concept	15	introduce
6	theory	16	literature search
7	compare	17	analysis
8	contrast	18	discuss
9	interrelate	19	reference
10	reflect	20	appendix

Your report will have the following sections in the following order:

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. Be sure to include your tutors' name.

Assignment check sheet

Ensure you have checked all the boxes. Have you forgotten to include anything?

Cover page

This page will include your name and the title of your report. Include your word count.

Contents page

Start this on a new page and head this section 'contents page' and layout the different sections of your assignment with the relevant page numbers.

Introduction

Start this on a new page and head this section 'introduction'. Very clearly state the topic of interest, the reasons why your topic (sustainability) is important and then tell the reader how the rest of the report will unfold.

Word target - 150 words

Literature search

Start this on a new page and head this section 'literature search' and summarise one (1) article either from the Journals of Strategic Management or Organisational Behaviour. Clearly state the framework/concept/theory that the article is putting forward. You will need to determine if your article is about a framework or a concept or a theory. Also clearly state how your chosen article

is relevant to sustainability. See at the end of these assignment instructions for a list of the journals you will need to search from.

Word target – 150 words

Analysis

Start this on a new page and head this section ‘analysis’. Summarise the information on Sustainability in Aotearoa New Zealand in Appendix 4 (pp.604-613) of your text.

Compare what the article chosen in your literature review is suggesting to what appendix 4 is putting forward. Contrast what the article chosen in your literature review is suggesting to what appendix 4 is putting forward.

Include A & B below:

A – State the key frameworks, concepts, theories from the disciplines of Strategic Management and Organisational Behaviour **from each of the four sources** below that you consider are most relevant to the success of an organisation:

1. your text book
2. your lecture notes
3. journal articles you have read
4. any other source you have read

B - State the key frameworks, concepts, theories from the disciplines of Strategic Management and Organisational Behaviour **from each of the four sources** below that you consider are most relevant to sustainability:

1. your text book
2. your lecture notes
3. journal articles you have read
4. any other source you have read

Word target – 600 words

Discussion

Start this on a new page and head this section ‘discussion’. Using information from your analysis section address the following:

1. Reflect on how Strategic Management and Organisational Behaviour frameworks/concepts/theories could be seen as being interrelated.
2. Reflect on how interrelated sustainable Strategic Management and Organisational Behaviour business practices could be used to enable VUW to be competitive.

Word target – 600 words

References

Start this on a new page and head this section ‘references’. List all journal articles, books, web addresses, and information from any other sources that you have included in your assignment, in APA format.

This section does not form part of your word count.

Appendix

Start this on a new page and head this section 'Appendix A'. Put your definitions from Table 1 in Appendix A. Include all other material that you consider necessary for the reader to understand your assignment in appendix B, C etc.

This section does not form part of your word count.

Journals that you will need to research and include in your assignment are to be selected from the list below:

Journals for Organisational Behaviour

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

Journals for Strategic Management

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

Assignment check sheet. Include this with your assignment.

Have you: (tick each box as you complete them)

- Addressed your report to the 'Undergraduate Programme Manager'?
- Included your name & ID number on each page?
- Included the assignment cover sheet from your course outline?
- Included your tutors name in the assignment cover sheet?
- Signed the plagiarism clause of your assignment cover sheet?
- Included your definitions in the appendix?
- Stated the framework/concept/theory your article is putting forward?
- Compared the framework/concept/theory your article is putting forward?
- Contrasted the framework/concept/theory your article is putting forward?
- Reflected on the interrelation between SM & OB?
- Reflected on how interrelated sustainable business practises could be used by VUW?
- Included all the required sections in your report?
- Referenced in APA format?
- Written your report in 12 pt font and 1.5 spacing?
- Numbered your pages?

MGMT 101 assignment one marking rubric

Grade =

	#1 Exemplary	#2 Satisfactory	#3 Not Satisfactory
#A Research: Relevance of selected journal article to sustainability	<input type="checkbox"/> Selected articles enhance understanding of sustainability. <input type="checkbox"/> Selected articles show very clear relevance to sustainability.	<input type="checkbox"/> At least one selected article from journal list. <input type="checkbox"/> Able to ascertain some relevance to sustainability	<input type="checkbox"/> At least one article not from journal list. <input type="checkbox"/> Selected article not relevant to sustainability.
#B Description: Description of framework, concept or/theory from journal article enables reader to make connection to sustainability.	<input type="checkbox"/> Framework etc from journal article very clearly described. <input type="checkbox"/> Description enables reader to make very clear connection to sustainability.	<input type="checkbox"/> Framework etc described but not in a very clear manner. <input type="checkbox"/> Description enables reader to make connection to sustainability.	<input type="checkbox"/> Framework etc not described. <input type="checkbox"/> Description does not enable reader to make connection to sustainability.
#C Summary of key points: Summary of key points from appendix 4.	<input type="checkbox"/> Summary of key points highly relevant and succinct. <input type="checkbox"/> Summary of key points provide highly relevant insights into sustainability.	<input type="checkbox"/> Key points summarised. <input type="checkbox"/> Summarised key points relevant to sustainability	<input type="checkbox"/> Key points not summarised <input type="checkbox"/> Summary not relevant to sustainability
#D Compare: Comparison of required journal article to summary of appendix 4.	<input type="checkbox"/> Required compared journal article provides highly relevant insights into sustainability. <input type="checkbox"/> Other compared journal articles provide highly relevant insights into sustainability.	<input type="checkbox"/> Required journal article compared to appendix 4 <input type="checkbox"/> Comparison of required journal article evident	<input type="checkbox"/> Required journal article not compared to appendix 4 <input type="checkbox"/> Comparison of required journal article not evident
#E Contrast: Contrast of required journal article to summary of appendix 4.	<input type="checkbox"/> Required contrasted journal article provides highly relevant insights into sustainability. <input type="checkbox"/> Other contrasted articles provide highly relevant insights into sustainability.	<input type="checkbox"/> Required journal article contrasted to appendix 4 <input type="checkbox"/> Required journal article contrasted to appendix 4 relevant to sustainability	<input type="checkbox"/> Required journal article not contrasted <input type="checkbox"/> Required contrasted article not relevant to sustainability
#F Reflection: Interrelation and usefulness of Strategic Management (SM) & Organisational Behaviour (OB) frameworks, concepts or/theories to VUW.	<input type="checkbox"/> Interrelation between SM & OB demonstrates advanced understanding of management. <input type="checkbox"/> Reflection demonstrates advanced understanding of how interrelated business practises could be used by VUW.	<input type="checkbox"/> Interrelation between SM & OB evident <input type="checkbox"/> Reflection on how interrelated business practises could be used by VUW evident.	<input type="checkbox"/> No interrelation between SM & OB evident <input type="checkbox"/> No reflection on how interrelated business practises could be used by VUW evident.

Exemplary understanding of Management, Sustainability and VUW	Exemplary	Satisfactory	Not satisfactory	Demonstrated understanding of Management, Sustainability and VUW not satisfactory

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

Written Communication Skills Rubric

	#1 Exemplary	#2 Satisfactory	#3 Not Satisfactory
# G Structure and style: Document, paragraph and sentence structure, flow and layout, appropriate to audience.	<input type="checkbox"/> Variety of sentence construction; <input type="checkbox"/> Logical flow; style and structure appropriate for task, audience and genre. <input type="checkbox"/> Uses engaging delivery that enhances understanding. <input type="checkbox"/> Thoughtful presentation.	<input type="checkbox"/> Not overly repetitive <input type="checkbox"/> some variety in sentence construction <input type="checkbox"/> Generally flows well <input type="checkbox"/> Some awareness of audience and genre	<input type="checkbox"/> Overly repetitive or simplistic sentence structure <input type="checkbox"/> Consistently disjointed, lack of flow <input type="checkbox"/> Style/structure inappropriate for audience
#H Clarity and conciseness: Answers the question, succinct, appropriate complexity.	<input type="checkbox"/> Argument effectively and efficiently conveyed. <input type="checkbox"/> Highly focused on the question <input type="checkbox"/> Easily understood.	<input type="checkbox"/> Argument reasonably clear <input type="checkbox"/> Occasionally misses the point but answers the question <input type="checkbox"/> Not over-elaborate or over-complicated	<input type="checkbox"/> Main point and/or argument confused/unclear. <input type="checkbox"/> Irrelevant information, no transition between ideas. <input type="checkbox"/> Unclear conclusion.
#I Technical writing skills: Spelling, capitalisation, punctuation, grammar, general proofreading.	<input type="checkbox"/> Very few spelling errors, <input type="checkbox"/> Correct punctuation, <input type="checkbox"/> Grammatically correct, <input type="checkbox"/> Complete sentences.	Occasional lapses in: <input type="checkbox"/> Spelling, <input type="checkbox"/> Punctuation, <input type="checkbox"/> Grammar, but not enough to seriously distract the reader.	<input type="checkbox"/> Numerous spelling errors, <input type="checkbox"/> Non-existent or incorrect punctuation, <input type="checkbox"/> Severe errors in grammar that interfere with understanding.
#J Vocabulary: Originality, breadth, appropriateness, variety.	<input type="checkbox"/> Highly appropriate, well chosen, precise and varied vocabulary. <input type="checkbox"/> Consistently uses correct word choice and discipline-specific terminology.	<input type="checkbox"/> Generally appropriate vocabulary; <input type="checkbox"/> Not overly repetitive. <input type="checkbox"/> Generally uses correct word choice and discipline-specific terminology.	<input type="checkbox"/> Excessively limited or inappropriate or repetitive vocabulary. <input type="checkbox"/> Misuses discipline-specific terminology.
#K Academic Integrity: Appropriate use of references.	<input type="checkbox"/> Appropriate use of others' work acknowledged via in-text citations. <input type="checkbox"/> Uses APA referencing system consistently and correctly.	<input type="checkbox"/> Other sources acknowledged. <input type="checkbox"/> Generally uses APA referencing system.	<input type="checkbox"/> Unattributed work from other sources. ¹ <input type="checkbox"/> Does not attempt to use APA referencing system.
Holistic judgement:	Exemplary written communication.	Satisfactory written communication.	Unsatisfactory written communication.

Note: ¹A 'not satisfactory' in this criteria will render the complete report 'unsatisfactory' resulting in a **fail** grade for this assignment. Other courses of action may also follow.

MGMT101 Assignment 2 – Sustainability

Value of assignment = 25% of final mark

The purpose of this assignment is to research, plan and produce a written report ‘selling the idea’ that Victoria University of Wellington (VUW) needs to be more ‘sustainable’ in its business practices in order to be competitive. Address your report to ‘The Undergraduate Programme Manager, Victoria Management School, Victoria University of Wellington’.

Word limit = 3500 words, 12pt font, 1.5 line spacing.

This assignment will be added to your improved version of assignment one. Read the improvement comments that your marker has indicated in your first assignment, and on the mark sheet, make the necessary improvements, then add this assignment to it. Your marker will be looking for the improvements you have made from assignment one (1). The tasks contained in this assignment will add 2000 words to your first assignment making this assignment a total of 3500 words.

The holistic academic quality of your assignment will be assessed on your performance in the following key areas:

- your ability to **select** ONE relevant article from the Maori Business (MB) and ONE article from the Operations Management (OM) Journal list (see end of these instructions for a list of reputable journals to search from) that makes a clear **connection** to sustainability. This will give you a total of two articles.
- your ability to clearly **state** the framework/concept/theory that each of your two chosen articles are putting forward
- your ability to clearly **summarise** the relevant key points from appendix 4 of your text (pp.604-613).
- your ability to clearly **compare** the framework/concept/theory put forward by each of your two chosen articles to Appendix 4 of your text - ‘Sustainability in Aotearoa New Zealand’ (pp.604-613).
- your ability to clearly **contrast** the framework/concept/theory put forward by each of your two chosen articles to Appendix 4 of your text - ‘Sustainability in Aotearoa New Zealand’ (pp.604-613).
- your ability to clearly show **reflective** thinking on the use of management material and its usefulness to VUW.
- your ability to **communicate** clearly with the reader. This will be assessed through the application of the communication rubric. What you have learnt in the writing component of FCOM 111 will also reflect in the written quality of this report.

Before you start your assignment you will need to research and provide a **definition** (within the context of this assignment) for the following terms 1 & 2 below. Add these to the definitions, and where you got the definitions from (i.e. the 'source'), to what you already have in appendix 'A' from assignment one (1). This will make a total of 22 definitions.

- 1 Maori business 2 Operations management

Your report will have the following sections in the following order:

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. Be sure to include your tutors name.

Assignment check sheet

Ensure you have checked all the boxes. Have you forgotten to include anything?

Cover page

This page will include your name and the title of your report. Include your word count.

Contents page

Start this on a new page and head this section 'contents page' and layout the different sections of your assignment with the relevant page numbers.

Introduction

Start this on a new page and head this section 'introduction'. Very clearly state the topic of interest, the reasons why your topic (sustainability) is important and then tell the reader how the rest of the report will unfold.

Word target - 200 words

Literature search

Start this on a new page and head this section 'literature search'. Summarise one (1) article from the Journals of Maori Business and one (1) article from the Journals of Operations Management. Add these to the article you already have summarised from assignment one. This section should now have a minimum of three (3) articles summarised. Clearly state the framework/concept/theory that your two extra articles are putting forward. You will need to determine if your articles are about a framework or a concept or a theory. Also clearly state how your two new articles are relevant to sustainability. See at the end of these assignment instructions for a list of the journals you will need to search from.

Word target – 300 words

Analysis

Start this on a new page and head this section 'analysis'. Summarise the information on Sustainability in Aotearoa New Zealand in Appendix 4 (pp.604-613) of your text (you should have already done this in your first assignment).

Compare what the two (2) new articles chosen in your literature review is suggesting to what appendix 4 is putting forward and add this to the summary on Sustainability in Aotearoa New Zealand in Appendix 4 (pp.604-613) of your text that you already have from assignment one. You should now have compared at least three (3) articles to appendix 4. Contrast what the two (2) new articles chosen in your literature review is suggesting to what appendix 4 is putting forward and add this to the summary you already have from assignment one. You should now have contrasted at least three (3) articles to appendix 4.

Include A & B below:

A – State the key frameworks, concepts, theories from the disciplines of Maori Business and Operations Management **from each of the four sources** below that you consider are most relevant to the success of an organisation. Add these to what you have already done for assignment one.

5. your text book
6. your lecture notes
7. journal articles you have read
8. any other source you have read

B - State the key frameworks, concepts, theories from the disciplines of Maori Business and Operations Management **from each of the four sources** below that you consider are most relevant to sustainability. Add these to what you have already done for assignment one.

5. your text book
6. your lecture notes
7. journal articles you have read
8. any other source you have read

Word target – 1200 words

Discussion

Start this on a new page and head this section ‘discussion’ and using information from your analysis section address the following three points. Add these to what you have already done for assignment one.

3. Reflect on how Maori Business, Operations Management, Strategic Management and Organisational Behaviour frameworks/concepts/theories could be seen as being interrelated.
4. Reflect on how interrelated sustainable Maori Business, Operations Management, Strategic Management and Organisational Behaviour business practices could be used to enable VUW to be competitive.
5. Reflect on the insights you could offer management?

Word target – 1300 words

References

Start this on a new page and head this section ‘references’. List all journal articles, books, web addresses, and information from any other sources that you have included in your assignment, in APA format.

This section does not form part of your word count.

Appendix

Start this section on a new page and head this section 'Appendix'. Include all material that you consider is necessary for the reader to understand your assignment, but is not included in the text of your assignment.

This section does not form part of your word count.

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

Journals for Maori Business

- Social Alternatives
- Australian Journal of Indigenous Education
- The Journal of Intercultural Studies
- New Internationalist
- World Development

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

Assignment check sheet. Include this with your assignment.

Have you:

- Addressed your report to the 'Undergraduate Programme Manager'?
- Included your name & ID number on each page?
- Included the assignment cover sheet from your course outline?
- Included your tutors name in the assignment cover sheet?
- Signed the plagiarism clause of your assignment cover sheet?
- Included your definitions in the appendix?
- Stated the framework/concept/theory your articles are putting forward?
- Compared the framework/concept/theory your article is putting forward?
- Contrasted the framework/concept/theory your article is putting forward?
- Reflected on the Interrelation between MB, OM, SM & OB?
- Reflected on how interrelated sustainable business practises could be used by VUW?
- Included all the required sections in your report?
- Referenced in APA format?
- Written your report in 12 pt font and 1.5 spacing?
- Numbered your pages?

MGMT 101 assignment one marking rubric

Grade =

	#1 Exemplary	#2 Satisfactory	#3 Not Satisfactory
#A Research: Relevance of selected journal articles to sustainability	<input type="checkbox"/> Selected articles enhance understanding of sustainability. <input type="checkbox"/> Selected articles show very clear relevance to sustainability.	<input type="checkbox"/> At least two selected articles from journal list. <input type="checkbox"/> Able to ascertain some relevance to sustainability	<input type="checkbox"/> At least two articles not from journal list. <input type="checkbox"/> Selected articles not relevant to sustainability.
#B Description: Descriptions of frameworks from journal articles enable reader to make connections to sustainability.	<input type="checkbox"/> Frameworks etc from journal articles very clearly described. <input type="checkbox"/> Descriptions enable reader to make very clear connections to sustainability.	<input type="checkbox"/> Frameworks etc described but not in a very clear manner. <input type="checkbox"/> Descriptions enable reader to make a connection to sustainability.	<input type="checkbox"/> Frameworks etc not described. <input type="checkbox"/> Descriptions do not enable reader to make connection to sustainability.
#C Summary of key points: Summary of key points from appendix 4.	<input type="checkbox"/> Summary of key points highly relevant and succinct. <input type="checkbox"/> Summary of key points provide highly relevant insights into sustainability.	<input type="checkbox"/> Key points summarised. <input type="checkbox"/> Summarised key points relevant to sustainability	<input type="checkbox"/> Key points not summarised <input type="checkbox"/> Summary not relevant to sustainability
#D Compare: Comparison of required journal articles to summary of appendix 4.	<input type="checkbox"/> Required compared journal articles provide highly relevant insights into sustainability. <input type="checkbox"/> Other compared journal articles provide highly relevant insights into sustainability.	<input type="checkbox"/> Required journal articles compared to appendix 4 <input type="checkbox"/> Comparison of required journal articles evident	<input type="checkbox"/> Required journal articles not compared to appendix 4 <input type="checkbox"/> Comparison of required journal articles not evident
#E Contrast: Contrast of required journal article to summary of appendix 4.	<input type="checkbox"/> Required contrasted journal articles provide highly relevant insights into sustainability. <input type="checkbox"/> Other contrasted articles provide highly relevant insights into sustainability.	<input type="checkbox"/> Required journal articles contrasted to appendix 4 <input type="checkbox"/> Required journal articles contrasted to appendix 4 relevant to sustainability	<input type="checkbox"/> Required journal articles not contrasted <input type="checkbox"/> Required contrasted articles not relevant to sustainability
#F Reflection: Interrelation and usefulness of Strategic Management (SM) & Organisational Behaviour (OB) frameworks, concepts or/theories to VUW.	<input type="checkbox"/> Interrelation between MB, OM, SM & OB demonstrates advanced understanding of frameworks etc. <input type="checkbox"/> Reflection demonstrates advanced understanding of management and sustainable business practises.	<input type="checkbox"/> Interrelation between SM & OB evident <input type="checkbox"/> Reflection on how interrelated business practises could be used by VUW evident.	<input type="checkbox"/> No interrelation between SM & OB evident <input type="checkbox"/> No reflection on how interrelated business practises could be used by VUW evident.

Exemplary understanding of Management, Sustainability and VUW	Exemplary	Satisfactory	Not satisfactory	Demonstrated understanding of Management, Sustainability and VUW not satisfactory

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

Written Communication Skills Rubric

	#1 Exemplary	#2 Satisfactory	#3 Not Satisfactory
# G Structure and style: Document, paragraph and sentence structure, flow and layout, appropriate to audience.	<input type="checkbox"/> Variety of sentence construction; <input type="checkbox"/> Logical flow; style and structure appropriate for task, audience and genre. <input type="checkbox"/> Uses engaging delivery that enhances understanding. <input type="checkbox"/> Thoughtful presentation.	<input type="checkbox"/> Not overly repetitive <input type="checkbox"/> some variety in sentence construction <input type="checkbox"/> Generally flows well <input type="checkbox"/> Some awareness of audience and genre	<input type="checkbox"/> Overly repetitive or simplistic sentence structure <input type="checkbox"/> Consistently disjointed, lack of flow <input type="checkbox"/> Style/structure inappropriate for audience
#H Clarity and conciseness: Answers the question, succinct, appropriate complexity.	<input type="checkbox"/> Argument effectively and efficiently conveyed. <input type="checkbox"/> Highly focused on the question <input type="checkbox"/> Easily understood.	<input type="checkbox"/> Argument reasonably clear <input type="checkbox"/> Occasionally misses the point but answers the question <input type="checkbox"/> Not over-elaborate or over-complicated	<input type="checkbox"/> Main point and/or argument confused/unclear. <input type="checkbox"/> Irrelevant information, no transition between ideas. <input type="checkbox"/> Unclear conclusion.
#I Technical writing skills: Spelling, capitalisation, punctuation, grammar, general proofreading.	<input type="checkbox"/> Very few spelling errors, <input type="checkbox"/> Correct punctuation, <input type="checkbox"/> Grammatically correct, <input type="checkbox"/> Complete sentences.	Occasional lapses in: <input type="checkbox"/> Spelling, <input type="checkbox"/> Punctuation, <input type="checkbox"/> Grammar, but not enough to seriously distract the reader.	<input type="checkbox"/> Numerous spelling errors, <input type="checkbox"/> Non-existent or incorrect punctuation, <input type="checkbox"/> Severe errors in grammar that interfere with understanding.
#J Vocabulary: Originality, breadth, appropriateness, variety.	<input type="checkbox"/> Highly appropriate, well chosen, precise and varied vocabulary. <input type="checkbox"/> Consistently uses correct word choice and discipline-specific terminology.	<input type="checkbox"/> Generally appropriate vocabulary; <input type="checkbox"/> Not overly repetitive. <input type="checkbox"/> Generally uses correct word choice and discipline-specific terminology.	<input type="checkbox"/> Excessively limited or inappropriate or repetitive vocabulary. <input type="checkbox"/> Misuses discipline-specific terminology.
#K Academic Integrity: Appropriate use of references.	<input type="checkbox"/> Appropriate use of others' work acknowledged via in-text citations. <input type="checkbox"/> Uses APA referencing system consistently and correctly.	<input type="checkbox"/> Other sources acknowledged. <input type="checkbox"/> Generally uses APA referencing system.	<input type="checkbox"/> Unattributed work from other sources. ¹ <input type="checkbox"/> Does not attempt to use APA referencing system.
Holistic judgement:	Exemplary written communication.	Satisfactory written communication.	Unsatisfactory written communication.

Note: ¹A 'not satisfactory' in this criteria will render the complete report 'unsatisfactory' resulting in a **fail** grade for this assignment. Other courses of action may also follow.

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 1	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut 2	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut 3	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut 4	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut 5	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut 6	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut 7	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut 8	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut 9	<input type="checkbox"/>	Inadequate or no written preparation
Written preparation shows understanding of task	<input type="checkbox"/>	Tut 10	<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: _____

Assignment	✓
Assignment one (1)	
Assignment two (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)

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



Victoria Management School
MGMT 101

Request for re-examination of assessed work.

Table with 3 columns: Student ID, Name As it appears in your enrolment, Tutorial No. and rows for Assessment affected, Contact Details (Phone, Email).

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.

Five horizontal lines for specifying criteria to be re-examined.

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

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

Seven horizontal lines for stating reasons for re-examination.

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

MGMT 101 2010_02 Course Schedule

Week	Dates	Lecturer	Chapter	Topics	Discipline	Tutorial	Assignments
1	July Tue 13 th	Eric Chong	2	Course Aims & Structure; Management Learning Past to Present	MGMT	No tutorial	
	July Thu 15 th	Eric Chong	4	Ethics and Social Responsibility	MGMT		
2	July Tue 20 th	U Daellenbach	8 & 9	Strategic Management Processes	STRAT	Tut one (1) STRAT	NO tut prep this week
	July Thu 22 nd	U Daellenbach	8 & 9	Strategies used by Organisations	STRAT		Assignment questions in class
3	July Tue 27 th	U Daellenbach	9	Organisational and Environmental Fit	STRAT	Tut two (2) STRAT	TUT PREP to bring this week
	July Thu 29 th	U Daellenbach	9	Strategy Implementation	STRAT		Research and summarise one STRAT article from Journal assignment list.
4	Aug Tue 3 rd	K Retna	1	The Study of Organisational Behaviour TBC	OB	Tut three (3) OB	TUT PREP to bring this week
	Aug Thu 5 th	K Retna	16	Organisational Communication TBC	OB		Research and summarise one OB article from Journal assignment list
5	Aug Tue 10 th	K Retna	15	Working in teams TBC	OB	Tut four (4) OB	TUT PREP to bring this week
	Aug Thu 12 th	K Retna	Appendix 3	NZ Organisations & NZ Workers (Multicultural, bicultural and diversity issues within NZ organisations) TBC	OB		Research and summarise one OB article from Journal assignment list
6	Aug Tue 17 th	P Best	6	What is Maori Business?	MBUS	Tut five (5) MBUS	NO prep this week
	Aug Thu 19 th	P Best	6	Contribution of Maori to NZ Economy	MBUS		Assignment 1 due this week – Thursday 1pm
mid term break				mid term break		mid term break	mid term break
7	Sept Tue 7 th	P Best	6	Commercialisation of culture	MBUS	Tut six (6) MBUS	TUT PREP to bring this week
	Sept Thu 9 th	P Best	6	Maori Business Case Studies	MBUS		Research and summarise one MBUS article from Journal assignment list
8	Sept Tue 14 th	J Sheffield	18 & 19	What is Operations Management? TBC	OPSDM	Tut seven (7) OPS	TUT PREP to bring this week
	Sept Thu 16 th	J Sheffield	18 & 19	Current Issues in Operations and Supply Chain Management TBC	OPSDM		Research and summarise one OPS & one DM article from Journal assignment list
9	Sept Tue 21 st	J Sheffield	7	Approaches to Decision Making TBC	OPSDM	Tut eight (8) DM	NO prep this week
	Sept Thu 23 rd	J Sheffield	7	Decision Making in Practice TBC	OPSDM		Assignment 2 due this week – Friday 1pm
10	Sept Tue 28 th	R Norman	12	Human Resource Management and Industrial Relations	HRIR	Tut nine (9)HRIR	NO prep this week
	Sept Thu 30 th	R Norman	12 & 13	Current activities in Human Resource Management	HRIR		HR article in class
11	Oct Tue 5 th	R Norman	14	Motivation and rewards	HRIR	Tut ten(10) HRIR	NO prep this week
	Oct Thu 7 th	R Norman	14	Individuals and work.	HRIR		HR article in class
12	Oct Tue 12 th	E Chong	5 & Appendix 2	Challenges for NZ Managers	MGMT	Tut ELEVEN (11) Combining all 5 Disciplines	NO prep this week
	Oct Thu 14 th	E Chong	NA	Course windup & exam info	MGMT		Exam information