

Victoria Management School

MGMT 318
ORGANISATIONAL DESIGN AND ANALYSIS

Trimester Two 2010

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

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ADMINISTRATOR

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UNDERGRADUATE PROGRAMME MANAGER

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Teaching Period: Monday 12 July to Friday 15 October 2010

End of Year Study Period: Monday 18 October to Thursday 21 October 2010

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

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

Class Times and Room Numbers

Lectures: Mondays: 11:30 to 12:20 – Rutherford House – LT 1

Fridays: 11:30 to 13:20 – Rutherford House – LT 1

See Annex A for further details on scheduling of lectures.

See Annex B for further details on tutorials.

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 (*assuming it has 12 weeks of lectures, otherwise modify accordingly*) 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

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, case studies 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 case studies and 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:

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 MGMT318 and follow the instructions.

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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be 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, see <http://www.vuwsa.org.nz/representation/class-reps/> for more details.

Readings

The *required* textbook is:

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

Additional readings will be available on Blackboard.
Material for the tutorials will be available on Blackboard.

Assessment Requirements

Assignment	Title	Weight	Date
1	One In-Class Test	20%	Friday, 20 August
2	Case Study Participation	20%	Every Monday
3	Tutorial Participation	10%	As Scheduled 7 Tutorials
4	Final Examination	50%	22 October – 13 November
	TOTAL	100%	

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.

1. In-Class Test

Date: 20 Aug 2010

Marks: 20%

Duration: 90 minutes

The in-class test will comprise of a set of essay questions that will require you to demonstrate your understanding and analysis of specific concepts/images covered in the course to date.

2. Case Study Participation

Due: Ongoing – Every Monday

Marks: 20%

Details of assessment protocol to be discussed in Week 1.

3. Tutorial Participation

Marks: 10%

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 are shown in Annex B.

3. Examination

The final examination for this course will be scheduled at some time during the period from Friday 22 October to Saturday 13 November 2010.

The examination is worth 50% of the total marks available for this course. It will be an open-book, 3-hour, case study examination. Further details as to expectations will be provided in class.

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 In-class test;
- c. 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.

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 mid-term test 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 mid-term test into the following place:-

- Pipitea Campus – RH 912, Rutherford House where your mid-term 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 course 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, e.g. MGMT318_Smith_Pauline_3000223344_Topic Area

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.

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/

Schedule of Lectures and Case Studies

Annex A

Wk:	Date:	Topic and Readings / or Case Assignment:
1	12 July Mon.	Course Introduction: Course Outline, Assessment, Schedule, Case Study Method Reading: How to Learn by Case Method
1	16 July Fri.	What is Organisation? – Understanding the Concept Reading: Exploring Paradox: Toward a More Comprehensive Guide Reading: Chapter 1 - Introduction – Morgan (6 th Edition)
2	19 July Mon.	Case Study – Organisation as Paradox Case = The Flight Centre Ltd (Australia) Respond to all questions on Blackboard
2	23 July Fri.	Guest Speaker TBA
3	26 July	Monday – 26 July – No Class
3	30 July Fri.	The Organisation as Machine Reading: Chapter 2 – Morgan (6 th Edition)
4	2 Aug. Mon.	Case Study – The Mechanistic Organisation Case: McDonald's McJobs (USA) Respond to all questions on Blackboard
4	6 Aug. Fri.	The Organisation as Organism Reading: Chapter 3 – Morgan (6 th Edition)
5	9 Aug. Mon.	Case Study – The Organic Organisation Case = Oticon (Denmark) Respond to all questions on Blackboard
5	13 Aug. Fri.	The Organisation as Brain Reading: Chapter 4 – Morgan (6 th Edition)
6	16 Aug. Mon.	Case Study – The Learning Organisation Case = Danone (France) Respond to all questions on Blackboard
6	20 Aug. Fri.	IN-CLASS MID-TERM TEST (20%) (90 Minutes)
Mid Trimester Break – 23 August to 3 September		

7	6 Sept. Mon.	Class Debrief Results from Mid-Term Test
7	10 Sept. Fri	The Organisation as Culture Reading: Chapter 5 – Morgan (6 th Edition)
8	13 Sept. Mon.	Case Study – The Tribal Organisation Case = W.L. Gore (USA) Respond to all questions on Blackboard
8	17 Sept. Fri.	The Organisation as Political System Reading: Chapter 6 – Morgan (6 th Edition)
9	20 Sept. Mon.	Case Study – The Political Organisation Case = New Zealand Department of Corrections (New Zealand) Respond to all questions on Blackboard
9	24 Sept. Fri.	The Organisation as Psychic Prison Reading: Chapter 7 – Morgan (6 th Edition)
10	27 Sept. Mon.	Case Study – The Psychodynamic Organisation Case = Larry Ellison – Oracle (USA) Respond to all questions on Blackboard
10	1 Oct. Fri.	The Organisation as Flux and Transformation Reading: Chapter 8 – Morgan (6 th Edition)
11	4 Oct. Mon.	Case Study – The Organisation in Constant Change Case = Capital Coast Health (New Zealand) Respond to all questions on Blackboard
11	8 Oct. Fri.	The Organisation as Instrument of Domination Reading: Chapter 9 – Morgan (6 th Edition)
12	11 Oct. Mon.	Case Study – The Dominating Organisation Case = Foxconn (China) Respond to all questions on Blackboard
12	15 Oct. Fri.	Summary Class Revision Session – Final Examination

Tut:	Description:
1	<p>Objective: To Understand the Concept of Metaphor</p> <p>Reading: Using Metaphors to Teach Organisation Theory (Blackboard)</p> <p>Activity: Think about an organisation that you are familiar with, perhaps one in which you have worked. Develop a ‘metaphor’ for this organisation that in your opinion explains ‘how it works’. Be prepared to explain this metaphor to your classmates in your tutorial group. You may use a drawing if that helps.</p>
2	<p>Objective: To Grapple with the Future of Organisations</p> <p>Reading: It’s Time for Management Version 2.0 (Blackboard)</p> <p>Reading: What is the Right Organisation Design? (Blackboard)</p> <p>Activity: In this exercise you need to use your imagination to conjure up a picture of what organisations might be like in the Year 2050. Prepare a description of an organisation in the Year 2050. How is it structured? How does it create value? How does it work? Be prepared to present your futuristic vision to your classmates in your tutorial group.</p>
3	<p>Objective: Practice Mid-Term Test</p> <p>Studying: Review Course Materials to Date</p> <p>Activity: Come to tutorial prepared to answer a 30 minute – single essay question practice test based on the material covered in MGMT 318 to date. You will have the opportunity to debrief with your classmates and your tutor after the test. The objective of this exercise is to help you to enhance your test strategy and tactics for the MGMT 318 Mid-Term Test.</p>
4	<p>Objective: Understanding the Creative Organisation</p> <p>Viewing: Sir Ken Robinson – Bring on the learning revolution</p> <p>Activity: This tutorial will introduce you to an amazing online treasure-chest of ideas and inspiration – across a range of issues – creativity, sustainability, third world development, etc. The website is: www.ted.com – please look it up and have a browse. During this tutorial you will have the opportunity to watch Sir Ken Robinson speak on “Bring on the learning revolution”. After this viewing (16 mins), you will have the opportunity to discuss and debate the question:</p> <p>“Do organisations enhance human creativity?”</p>

5		<p>Objective: Interview an Organisation Leader</p> <p>Preparation: Arrange and Conduct an Interview with the Leader of an Organisation over the mid-term break.</p> <p>Activity: Find an organisation in which you are interested. Perhaps one in an industry in which you would like to work after graduation. Do some background (web, etc) research on this organisation and approach the organisation, politely, with the request for a 10 – 20 minute interview as part of a class project. If you get turned down, then try somewhere else. You might use friends, family or contacts who may have relationships/ contacts in an industry. This will be an opportunity to develop your networking skills. When you meet for the interview – facilitate a discussion on several issues and take notes, including: 1) What does the term ‘organisation’ mean to you? 2) If you had to think of a ‘metaphor’ for your organisation, what would it be? 3) To what degree do you believe that the structure of your organisation enhances the creativity of its employees?”</p>
6		<p>Objective: Understanding the Poetry of Organisations</p> <p>Preparation: Do some web research on the poet – David Whyte</p> <p>Activity: Come to this tutorial prepared to discuss the poet. Who is he? What was his background? What is his poetry about? Browse through a selection of his poems and pick one that ‘resonates’ with you. Bring this poem to your tutorial to share.</p>
7		<p>Objective: The Best and The Worst Organisation on Earth</p> <p>Preparation: Web research on different organisations</p> <p>Activity: Come to this tutorial with two examples of real-life organizations based on web research. One example should be an organisation which you think of as one of the “Best” organisations on the Earth. We will leave it up to you to define “Best”. The other example should be an organisation which you think of as the “Worst”. Again, you can develop your own criteria for ‘worst’. Be prepared to present your two examples to your tutorial classmates and explain why you chose them.</p>
		<p>Questions: Contact your tutor or the course coordinator.</p>

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



Victoria Management School

MGMT 318

Request for re-examination of assessed work

	Assessment affected <i>e.g. Individual Assignment, In-class Test</i>	
Student ID	Name As it appears in your enrolment	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