

Victoria Management School
MGMT 318
ORGANISATIONAL DESIGN AND ANALYSIS

Trimester Two 2011

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 11 July to Friday 14 October 2011

Study Period: Monday 17 October to Thursday 20 October 2011

Examination Period: Friday 21 October to Saturday 12 November 2011 (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.

Withdrawal from Courses:

Your fees will be refunded if you withdraw from this course on or before **22 July 2011**.

The last date for withdrawal from this course is **Friday 23 September**. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation.

The application for is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Lectures: Fridays: 1340 to 1530 – GB LT 1

See Annex A for further details on scheduling of lectures.

See Annex B for further details on tutorials.

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 Learning Objectives

MGMT 318 has three learning objectives. The achievement of these will be evaluated through the course assessments: tutorials, assignment and the final examination. 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 three 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 and is assessed (see assessment).

Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 31 hours of classes, approximately eight or nine hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 20 hours revising during the mid-trimester break and study week.

Tutorial Signup Instructions

Requirements to use this programme:

Go to the signup website at: <https://signups.victoria.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.

Readings

The *required* textbook is:

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

Assessment Requirements

Assignment	Title	Weight	Date
1	One Assignment –Organisational Analysis	30%	Friday, 19 August 2011 By 4pm
2	Tutorial Participation	10%	As Scheduled 7 Tutorials
3	Final Examination	60%	21 October – 12 November 2011
	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. Individual Assignment – Organisational Analysis

Date: 19 Aug 2011 –By 4pm

Marks: 30%

Length: 3000 words

See Annex C for details.

2. 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 examination is worth 60% of the total marks available for this course. It will be a closed-book, 2-hour examination. Essay style answers are expected. You need to answer three questions that will require you to draw on different theories/images covered in the course. All book chapters covered during the course are examinable.

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 21 October – Saturday 12 November.

Handing in assignments

Assignments should be placed, in hard copy form, in the **MGMT 311 box (no. 26)** on the mezzanine floor of Rutherford House by the due time on the due date.

All assignments must include an Assignment Cover Sheet (see Annex D) stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim that your work was submitted in the rare cases where your work goes astray.

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.vuw.ac.nz/library/research/reference/referencingguides.aspx>).

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 6 out of the 7 tutorial sessions;
- b. Submit one assignment
- c. To obtain at least 50 per cent (i.e., 30 marks out of 60) 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
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
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.

Penalties for Work Submitted Late

- (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. 30% or 30 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 30 and the assignment receives 50% then one day late means the mark will be out of 28 and the student will receive 50% of 28). **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**.
- (iv) 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, e.g. 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.
- (v) 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.
- (vi) 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.

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.

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 at the Reception Desk on the 10th floor of Rutherford House, where your assignment will have the time, date and signature noted on the front cover by the person receiving it.

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.

Communication of Additional Information

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

Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at www.victoria.ac.nz/home/about_victoria/avcadademic/default.aspx

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

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

Faculty of Commerce and Administration Offices

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

Te Putahi Atawhai

Maori and Pacific Mentoring Programme

http://www.victoria.ac.nz/st_services/tpa/index.aspx

Schedule of Lectures

1	15 July	Course Introduction: Course outline, Assessment, Schedule, Tutorial, Class Representative Introducing metaphors Reading: Chapter 1
2	22 July	Understanding organisation and Management Reading: Hyteck.Bix (Blackboard)
3	29 July	The Organisation as Machine Reading: Chapter 2 – Morgan (6 th Edition)
4	5 Aug	Cont' –Mechanistic organisation Reading: The use of metaphor in a multinational organisation (Blackboard)
5	12 Aug	Beyond structure: Organizations as organism Readings: Chapter 3
6	19 Aug	The Organisation as Brain Reading: Chapter 4
Mid Trimester Break		
7	9 Sept	The Learning Organisation Reading: Creating learning Organisations: a systems perspective Research Presentation
8	16 Sept	Organisations as Political System Reading: Chapter 6
9	23 Sept	Organisation as Psychic Prison Reading: Chapter 7
10	30 Sep	Organizations as instruments of domination Reading: chapter 9
11	7 Oct	Challenges of Metaphors Reading: chapter 10
12	14 Oct	Revision for Examination Course Evaluation

Tut:	Description:
1	<p>Objective: To Understand the Concept of Metaphor</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: Understanding the rationale for mechanistic organisation</p> <p>Preparation: Read the case on a ‘Visit to Macdonald’.</p> <p>Activity: Come prepared to present answers to the following questions to your tutorial classmates and your tutor.</p> <ul style="list-style-type: none"> • Explain why it can be seen as mechanistic? • In what two ways has viewing the organisation metaphorically as machine-like helped or hindered you from analysing the organisation? • What have you learnt from this case about organisational life?
3	<p>Objective: To understand the use of organisational theory/principles in analysing organisation.</p> <p>Preparation: The Silver Ferns and the All Blacks: Are they mechanistic organisations?</p> <p>Observe a game of your favourite team and try to understand the organisational principles through which the game is organised. Come prepared to answer the following questions to your tutorial classmates:</p> <ol style="list-style-type: none"> 1. In what ways are the principles of classical management theory and the theory of bureaucracy evident in the team’s organisation? 2. In what ways do Taylor’s five principles of scientific management apply? Identify as many examples as you can. 3. To what extent is the organisation of the team “political”? 4. To what extent and in what ways can the team be understood as a kind of corporate culture? 5. What other ideas about organisations may apply?
4	<p>Objective: Understanding the Degree of Fit Between Organization and Environment</p> <p>Activity: Come to tutorial prepared by completing the ‘Plot your analysis on the chart. Be prepared to discuss with your course mates and present your analysis to the class.</p>

5		<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>
6		<p>Objective: The University As A Political System</p> <p>Individual Exercise: Blackboard</p> <p>Activity: Come to this tutorial analysing the university in terms of politics of university life from your own experience. Identify the interests, conflict, and power plays that occur between the three groups: students, academics and administrators.</p>
7		<p>Objective: Practice Test</p> <p>Studying: Review Course Materials to Date</p> <p>Activity: Come to tutorial prepared to answer a 20 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 strategy and tactics for the MGMT 318 final examination.</p>

Mgmt 318 – Organisational Analysis and Design- *Assignment 1*

Marks: (30%)

Due Date: 19 August 2011 by 4pm

Length: 3000 words

Essay Question

1. Select an organisation or part of an organisation with which you are familiar. This may be drawn from your experience or from the business/management literature.
2. Use the ‘machine’ metaphor to analyse your situation in question. Some guide for your thoughts:
 - Use organisational theory(s) to explain why it can be seen as mechanistic.
 - Discuss two reasons why this way of operating does not fit the organisation’s purpose or operations (leads to business failure).
 - What alternative metaphor could be adopted to help the organisation to be effective?
 - Suggest some implications for your organisation from your analysis.

Essay Format

All submitted assignments should have a cover sheet (see Annex D for details). Assignments should be word-processed, 12 point font, double-spaced with wide margins. The essay should not exceed 3000 words. You should put page numbers on each page, use in-text referencing, and include a list of references at the end of your assignment (reference list not included in your word count).

Essay Criteria

Your essay will be marked for the quality of the writing – that is correctness, clarity, organisation, referencing – as well for meeting the following specific assignment criteria:

- Applies related theory(s) and explain metaphor well
- In-depth organisational analysis
- Identifies problems and issues
- Provides implications



Victoria Management School

MGMT 318 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

Tutor's Name: _____ Tutorial Number: _____

Tutorial Day: _____ Tutorial Time: _____

Date Due: _____ Date Submitted: _____

*I have read and understood the university policy on Academic Integrity and Plagiarism.
I declare this assignment is free from plagiarism.*

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____



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.

.....
Signature Date