

Victoria Management School

MGMT 320 CURRENT ISSUES IN MANAGEMENT

Trimester Two 2011

COURSE OUTLINE

CONTACT DETAILS

COURSE COORDINATOR

Dr Paul McDonald

Room: RH 931, Rutherford House

Phone: 463 5506

Email: paul.mcdonald@vuw.ac.nz

Website: www.vuw.ac.nz/vms

TEACHING STAFF

Professor Stephen Cummings

Room: RH 1018, Rutherford House

Phone: 463 6931

Email: stephen.cummings@vuw.ac.nz

Associate Professor Urs Daellenbach

Room: RH 905, Rutherford House

Phone: 463 5732

Email: urs.daellenbach@vuw.ac.nz

ADMINISTRATOR

Luisa Acheson

Room: RH 1022, Rutherford House

Phone: 463 5381

Email: luisa.acheson@vuw.ac.nz

PROGRAMME MANAGER

Garry Tansley

Room: RH 915, Rutherford House

Phone: 463 6968

Email: garry.tansley@vuw.ac.nz

Trimester Dates

Teaching Period: Monday 11 July – Friday 14 October

Study Period: Monday 17 October – Thursday 20 October

Examination Period: Friday 21 October – Saturday 12 November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 22 July 2011.
2. The standard last date for withdrawal from this course is 23 of 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 form is available from either of the Commerce Faculty's Student Customer Service Desks at Pipitea (Ground floor Rutherford House) and Kelburn (EA121).

Class Times and Room Numbers

Lectures: Wednesdays: 09.30 am – 11.00 am (RH LT 2)*
 Break: 11:00 am to 11:20 am
Workshops: Wednesdays: 11:20 am to 12:20 pm – Case Study Discussion (RH LT 2)*
*see exceptions as per detailed lecture schedule (pg. 8).

Course Content

This course provides an exploration of current and emerging areas of interest and concern to managers and organisations. It will draw upon and integrate across previous management courses. The structure of this course is designed to enable students to address current management issues from a multiplicity of theoretical perspectives, including: strategic innovation, entrepreneurship, leadership and organisation. Against the backdrop of these theoretical perspectives, six current management issues will be explored, as follows: virtual work, open-sourcing work practices, decline of organisational hierarchy, rise of ‘Gen Y’ values, globalisation and business sustainability. The goal of this course is not to be convergent; rather, it will create a forum for informed debate as to the current nature of management and its future.

Course Learning Objectives

On successful completion of the course, students should be able:

- Interpret current issues within the field of management;
- Apply theoretical frameworks to analyse corporate exemplars (case studies) of current management practices; and
- Critically evaluate management and its future within the context of information-age organisations.

The assessment for this course comprises case study participation (individual), a written hand-in assignment (individual), a group presentation to the class (group) and a final examination (individual). Each piece of assessment involves a combination of each objective outlined above.

Course Delivery

Course delivery will comprise a lecture on each of the four relevant theoretical frameworks (Strategic Innovation, Entrepreneurship, Leadership and Organisation) followed by application of the theoretical frameworks to six current management issues (Virtualisation, Open-Sourcing, Decline of Hierarchy, Rise of Gen Y values, Globalisation and Business Sustainability). The course will culminate (final two lectures) with class presentations by student groups who have identified their own current issue supported by a corporate exemplar of that issue in action.

There are no tutorials for this course. Course delivery will involve lectures, case studies and class presentations over each assigned Wednesday morning teaching slot.

Expected Workload

Students can expect to spend 150 hours working on this course. This equates to approximately 10 hrs per week for each of the 12 teaching weeks plus approximately 30 hours for exam preparation.

Group Work

There is group work as part of this course. It is anticipated that this work will involve one study group meeting each week of 1 – 2 hours duration. Complete details as to assessment criteria for group work follow under ‘Assessment Requirements’.

Readings

The required textbook for this course is:

Creative Strategy: Reconnecting Business and Innovation

By: Chris Bilton and Stephen Cummings (2010) (ISBN: 978-1-4051-8019-1)

Available from VicBooks: www.vicbooks.co.nz

In addition, this course will rely on materials from a variety of sources, including practitioner and academic journals (all journal readings will be available on Blackboard).

Assessment Requirements

Assignment	Title	Weight	Date
1	Case Study Participation	20%	Every Wednesday (Weeks 5 to 10)
2	Individual Case Study Write Up (A current management issue emerging within the Global context)	20%	Friday, 30 September Hard Copy to Box 28 RH, Mezzanine Level before 3 pm
3	Group Project Presentation (A current management issue emerging within the New Zealand context)	10%	Week 11 or Week 12
4	Final Examination	50%	21 October – 12 November
	TOTAL	100%	

1. Case Study Participation

Due: Ongoing – Every Wednesday – during Weeks 5 to 10

Marks: 20%

At this stage in your undergraduate degree, class participation is crucial to your learning process. During Weeks 5 to 10 inclusive, a case study will be introduced in the second half of each lecture slot along with a set of pre-assigned questions (see Blackboard). These case studies will be illustrative of the six current issues underlying the course. Students will be expected to prepare in advance and be ready to discuss the assigned questions in class, including the integration of strategic innovation, entrepreneurship, leadership and organisation perspectives. It is important to note that this is a participation mark, not an attendance mark. Students who do not speak out during class case study discussions will receive “zero” on this assessment. You will be assessed by an independent tutor, seated at the front of the class, in addition to the course teaching staff, on the extent and quality of your participation.

2. Individual Written Case Study – A Current Management Issue (Emerging within the Global Context)

Due: Friday, 30 September – Hard Copy to Box 28, RH, Mezzanine Level, before 3 pm.

Marks: 20%

Each student is invited to conduct a web-search and identify an organisation, outside of New Zealand, that exhibits either best practice or worst practice of a current management issue. For example, Tepco’s (Tokyo Electric Power Company) recent management practices with respect to the Fukushima nuclear disaster would be indicative. It is expected that students will research and uncover a current management issue of relevance beyond those already introduced in the course curriculum. Each student should write up the example of the emerging issue within the global context and its manifest organisation in the style of a short case study. The case study should include a title page (see Annex A), 12 Times New Roman font, 1.5 line spacing, page numbers and normal margins. It is expected that the case study will be in the order of 3000 words, well structured with a coherent flow. The structure of the case study is open to your interpretation and the nature of the organisation under review; however, it is recommended that the structure of your case report includes:

- a short executive summary;
- a description of the current issue, including strategic innovation, entrepreneurship, leadership and organisation perspectives;
- a chronology of events leading up the current issue, including key leadership figures within the organisation;
- the managerial implications of the issue for the company and for society at large; and
- the lessons learned from exploration of the issue and its organisational exemplar; and
- concluding comments.

Part of the assessment for this assignment will focus on the degree to which the student has developed his or her organisational example into an interesting case story; one that dramatises the emerging issue as a real-life corporate story. Therefore, students should move beyond the static reporting of facts in their written presentation and create a coherent, integrated presentation of the issue, underlying events, key figures and management implications.

3. Group Presentation – A Current Management Issue (Emerging within the New Zealand Context)

Due: Week 11 or Week 12 – as assigned.

Marks: 10%

Each student group (membership to be assigned) is invited to search for and explore a current management issue of mutual interest that is emergent within the local New Zealand context. While these issues may be related to the six mainstream course issues, they should be novel and should not repeat course material. Your group needs to pick an issue that has direct relevance to New Zealand, including representation by a New Zealand organisation.

Each group will be required to conduct a 10 minute presentation to the class to include (but not limited to) the following topics:

- Definition of the current issue
- Discussion of why it is important
- Strategic Innovation Perspectives on the issue
- Entrepreneurship Perspectives on the issue
- Leadership Perspectives on the issue
- Organisation Perspectives on the issue
- Concluding Comments

Your presentation must be developed in order to profile a real New Zealand organisation that, in the opinion of the study group, has recently exhibited either best (or worst) practice with respect to an identified current issue. For example, with respect to water pollution, Crafar Farms NZ (now in receivership) might be viewed as a recent exemplar of worst-case practice in the area of environmental management. The key to this assignment is to think 'outside the square' and to identify a current issue that has significance but has not yet been discovered and discussed in detail.

Examinations

Marks: 50%

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 to Saturday 12 November 2011, inclusive.

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 examination format and expectations will be provided in class. You will be required to conduct analyses of the case study, including strategic innovation, entrepreneurial, leadership and organisation perspectives.

Mandatory Course Requirement

To meet the Mandatory Course Requirement, students are required to:

- 1) obtain at least 40 per cent of the marks available (i.e. 20 marks out of 50) for the final examination;
- 2) submit the individual written case study assignment; and
- 3) participate in the group presentation.

Students who fail to satisfy the mandatory requirement 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 requirement has been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

Penalties- for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements**.
- (ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the **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.
- (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) The ability to write in an economical style is a skill that is valued in both academic and business settings and therefore word limits should be strictly adhered to. +/- 10% is acceptable. Beyond that, **a penalty may be applied**.

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 and fair to students. Students may ask for their written work to be remarked. A different lecturer 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 B) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

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>).

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

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, e.g. MGMT320_Smith_Pauline_3000223344_Ass1 Query

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

Quality Control

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.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an online 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, in addition to electronic assignment / project submissions. 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.

General University Policies and Statutes

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/avcacademic/default.aspx

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/

Lecture Schedule – MGMT 320 – 2011 – in RH LT 2 – starting at 09:30 - Wednesdays

Week	Date	Topic
1	13 July	- Course Introduction Dr Paul McDonald
2	20 July	- Thinking in terms of Innovation and Entrepreneurship Professor Stephen Cummings (2 hour lecture starting at 09:30 am)
3	27 July	- Thinking in terms of Leadership Professor Stephen Cummings (2 hour lecture starting at 09:30 am)
4	3 August	- Thinking in terms of Organisation Professor Stephen Cummings (2 hour lecture starting at 09:30 am)
5	10 August	- Current Issue One: Virtual Work Dr Paul McDonald (2 hour lecture followed by 1 hour case study)
6	17 August	- Current Issue Two: Open-Source Work Practices Dr Paul McDonald (2 hour lecture followed by 1 hour case study)

22 August to 2 September: Mid-Trimester Break

7	7 September	- Current Issue Three: Decline of Organisational Hierarchy Dr Paul McDonald (2 hour lecture followed by 1 hour case study)
8	14 September	- Current Issue Four: Rise of Gen Y Values Dr Paul McDonald (2 hour lecture followed by 1 hour case study)
9	21 September	- Current Issue Five: Globalisation Dr Paul McDonald (2 hour lecture followed by 1 hour case study)
10	28 September	- Current Issue Six: Business Sustainability Dr Paul McDonald (2 hour lecture followed by 1 hour case study)
11	5 October	- Class Group Presentations A/Professor Urs Daellenbach (Presentations over the 3 hours)
12	12 October	- Class Group Presentations A/Professor Urs Daellenbach (Presentations over the 3 hours)

21 October to 12 November: University Examination Period



Victoria Management School

MGMT 320 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

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 320

Request for re-examination of assessed work

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