

School of Accounting and Commercial Law

## **MMPA 511 MANAGEMENT**

Trimester 3, 2011

### **COURSE OUTLINE**

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<b>Names and Contact Details</b>	<b>Office</b>	<b>Telephone</b>
<i>Course Coordinator &amp; Lecturer</i> Dr Kala S Retna <a href="mailto:Kala.Retna@vuw.ac.nz">Kala.Retna@vuw.ac.nz</a> Office Hours: Weds 11am-12pm and by appointment	RH 1002	463 5066
<i>Course Administrator</i> Pinky Shah <a href="mailto:Pinky.Shah@vuw.ac.nz">Pinky.Shah@vuw.ac.nz</a> Office hours: Monday-Friday, 8.30am-5pm	RH 728	463 6921

#### **Trimester Dates**

Teaching Period:  
Monday 14 November 2011 to Friday 2 March 2012.

Examination Period:  
None.

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before 25 November 2011.
2. The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e. Friday 20 January 2012.

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 Faculty's Student Customer Service Desks.

#### **Class Times and Room Numbers**

Wednesdays: 12.40-3.30pm in RWW 129

## **Course Content**

MMPA 511 offers a broad perspective on modern management in the business, public and voluntary sectors, and examines key issues likely to face managers in the near future. The course operates at the macro level with an emphasis of understanding the various schools of management theory, including the assumptions about human nature that underlie these schools.

## **Course Learning Objectives**

Students who are successful in this course will be able to:

- (a) Identify and explain the basic functions of management (including human resource);
- (b) Describe the key features and significance of group dynamics, communication, and motivation;
- (c) Identify and assess the social, environmental and ethical responsibilities of management;
- (d) Describe the various types of organisational structures and the factors influencing their design;
- (e) Explain the information, problem-solving and decision-making process and apply these techniques to management problems;
- (f) Identify and explain current internal and external forces impinging on managerial and organisational change and the need to respond to these factors.

## **Course Delivery**

The course will consist of lectures and tutorials. There will be tutorials when required during each block of class time, usually the final 50 minutes of allocated class time. Students are expected to attend these tutorials which will be used to work on case studies. See Annex A for course schedule.

## **Expected Workload**

This course is a 15-point course. One point is equated to 10 hours of work, which means a total of 150 hours is expected for this course, spread over the 12 teaching weeks. This consists of 36 hours of classes, approximately eight 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.

## **Readings**

The course textbook:

Victoria Management School (2011). *Management: A VMS Approach*. Australia: John Wiley & Sons. The textbook is available at the Victoria Book Centre.

The prescribed text above forms the core for the course. It is expected that students will read the chapter prior to attending lecture. In addition to the textbook, this course will rely on materials from a variety of sources, including practitioner and academic journals (will be made available on Blackboard). Students are also encouraged to consult other sources, especially internet and academic journals.

## Assessment Requirements

The assessment for this course comprises one in-class test, an individual organisational analysis assignment and examination. Each piece of assessment involves a combination of each objective outlined above.

Assessment	Title	Weight	Date
1	In-Class Test 1	30%	14 December 2011
2	Individual Assignment	20%	18 January 2012
3	In-Class Test 2	50%	22 February 2012

### ***1. In-Class Test 1***

Date: 14 December 2011  
Marks: 30%  
Duration: 1½ hours

The in-class test is closed book and will comprise of 2 essay questions that will require you to show your understanding and analysis on specific management concepts covered in the course. Each question will have an equal weighting of 15%.

### ***2. Individual Assignment – Organisational Analysis (Annex B)***

Due: 18 January 2012 (To be submitted in class)  
Marks: 20%  
Length: 1500 words

Assignment should be handed in to the Course Coordinator in hard copy form in **class** on the due date. All completed assignment must have a coversheet (Annex C). 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.

### ***3. In-class Test 2***

It is a closed book two hour in-class test. This test has two parts. In Part A you will be assigned a case and asked to answer one question about the case that will require you to draw on different theories covered in the course. In Part B, you will be required to answer one of the two questions in Part B. All book chapters covered during the course are examinable. Essay style answers are expected

### ***Quality Assurance 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.*

## 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. 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**.
- (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 **Course Coordinator**, 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 **Course Coordinator** 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.

## **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to undertake all three assessments:

- (a) Sit for both in-class tests 1 and 2
- (b) Hand in the assignment within the time allowed

Note: Failure to meet any one of the mandatory requirements does not prevent a student completing other pieces of assessment.

In order to pass this course, a student must achieve a weighted average mark of 50% or more, utilising the indicated weightings. The following broad indicative characterisations of grade will apply in grading mid-term test, one individual assignment and the final examination.

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.

## **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details 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.

## **Communication of Additional Information**

Additional information, such as presentation slides/journal articles/links to websites will be available on Blackboard – <http://blackboard.vuw.ac.nz>.

## **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 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**

Find key dates, explanations of grades and other useful information at [www.victoria.ac.nz/home/study](http://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](http://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](http://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](http://www.victoria.ac.nz/home/about_victoria/avcacademic/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](http://www.victoria.ac.nz/st_services/tpa/index.aspx)

**MMPA 511**  
**Trimester Three 2011**

**Course Schedule**

<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Chapter</b>
1	16 Nov 2011	Course Introduction: Introducing Management Ex: Identifying Management functions	1 & 2
2	23 Nov 2011	Review: Management Communication Ex: Application of Communication Process	16
3	30 Nov 2011	Motivation How to learn by Case Method Case study: Pixar	14
4	7 Dec 2011	Ethics and Social responsibility Case study: Tom's of Maine	4
5	14 Dec 2011	In-Class Test 1 Review of Class Test 1	
<b>Mid-Trimester Break and Happy New Year 2012</b>			
6	11 Jan 2012	Teams & Teamwork Case study: NASCAR	15
7	18 Jan 2012	Information & Decision making Case study: Amazon	7
8	25 Jan 2012	Planning Processes and Techniques Case study: Land's End	8
9	1 Feb 2012	Organisational Change Case study: Apple, Inc: People and Design Create the Future	11
10	8 Feb 2012	Organisational Structure Guest Lecturer	10
11	15 Feb 2012	HR Revision Course Evaluation	12
12	22 Feb 2012	In-Class Test 2 Review of Class Test 2	

**MMPA 511 MANAGEMENT**  
**Assignment 1 – Essay Guide**

**Word Length: 1500 (excluding references)**

**Due Date: 18 January 2012**

**Value: 20%**

‘In the current global climate, ethical behaviour is necessary in the accounting profession’.  
 Critically discuss this statement from both theoretical and practical perspectives.

Some issues you could cover include:

- Theoretically (What is it?)
- Empirically (What is the evidence?)
- What core ideas does your perspective of ethical behaviour/dilemmas include?
- Are these practices consistent or conflicting with the prescribed ideals of ethical views/ concepts?
- How is ethical standard maintained in organisations?
- Challenges and opportunities for accountants?

The above is not a template, just food for thought. Any outline that you develop for your essay could work well, as long as it considers the assessment criteria below.

**Assessment criteria**

*Content* – the extent to which your essay:

- Addresses/Debates the topic well
- Reviews relevant literature
- Shows independent thought/critical analysis

*Argument* – the extent to which you:

- Present a clearly defined position
- Support that argument while acknowledging sources
- Effectively integrate concepts and ideas

*Writing and presentation* – the extent to which your:

- Writing is clearly and logically structured
- Essay is succinct and well presented
- Proper Referencing /within specified length



TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI


**VICTORIA**  
 UNIVERSITY OF WELLINGTON

Family Name: \_\_\_\_\_

Given Name: \_\_\_\_\_

Student ID:

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## School of Accounting & Commercial Law

### Assignment Coversheet

*You must complete and sign this form and attach it as the cover page to your assignment.  
Please PRINT clearly.*

<p>Course Code: <b>MMPA 511</b></p> <p><b>INDIVIDUAL ASSIGNMENT:</b> Assignment should be handed in to the Course Coordinator in hard copy form in <b>class</b> on the due date</p> <p style="text-align: right;">Word Count: _____</p>	<p><b>Mark</b> (for office use only)</p>
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#### Declaration of Originality

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is prohibited at Victoria. Plagiarism is presenting (without due acknowledgement) someone else's work as if it were your own, whether you meant to or not. Plagiarism takes many forms and includes material from books, journals or any other printed source, the work of other students or staff, information from the internet and other electronic material. You are expected to adhere to the VUW Statute on Student conduct and its references to plagiarism.

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

I have read and understood the University policy on Academic Integrity and Plagiarism. I declare this assignment is my own work and that all source material used in the assignment is accurately acknowledged.

I have retained a copy of this assignment.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_





**Request for re-examination of MMPA 511 assessed work.**

	<b>Assessment affected</b> <i>e.g. Class Test 1 or Individual assignment</i>	
<b>Student Details</b>	<b>Name:</b>	<b>ID No:</b>
<b>Contact Details</b>	<b>Phone</b> _____ <b>Email</b> _____	

**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.*

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

*Note: “I think it is worth more,” is insufficient.*

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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