

School of Management

MGMT 320 CURRENT ISSUES IN MANAGEMENT

Trimester 2 2012

COURSE OUTLINE

CONTACT DETAILS

COURSE COORDINATOR

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PROGRAMME MANAGER

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Trimester Dates

Teaching Period: Monday 16 July – Friday 19 October

Study Period: Monday 22 October – Thursday 25 October (Monday 22 October is a public holiday, Labour Day)

Examination Period: Friday 26 October – Saturday 17 November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 27 July 2012.
2. The standard last date for withdrawal from this course is Friday 28 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.

Class Times and Room Numbers

Lectures: Mondays: 10.30 am to 12.00 pm (RH LT 2)*
 Break: 12:00 pm to 12:20 pm
Workshops: Mondays: 12:20 pm to 13:20 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 to future managers and their organisations. It will draw upon and integrate across previous management courses. The structure of this course is designed to enable students, who will become our managers in the future, to address the competitive dynamics of a post-industrial world with attention to resultant managerial implications from a strategic perspective. The first part of the course will explore six current management issues, as follows: virtual work, open-sourcing work practices, decline of organisational hierarchy, rise of 'Gen Y' values, globalisation and business sustainability. The second part of the course will consider strategic perspectives with particular attention to strategic innovation. In the third part of the course, students will have the opportunity to present their own views as to current and emergent issues in management. 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 to:

- Interpret current and emergent 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 class 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 the objectives outlined above.

Course Delivery

Course delivery will comprise: an introductory lecture, followed by six lectures on current management issues (Virtualisation, Open-Sourcing, Decline of Hierarchy, Rise of Gen Y values, Globalisation and Business Sustainability), followed by two lectures on strategic innovation. The course will culminate (two lectures) with class presentations using digital media (Youtube) by student groups who have identified their own current issue of concern and importance to New Zealand and the world, including an attempt to influence how we (the viewers) think about and perceive the issue. The final lecture will enable students to prepare for the final examination.

There are no tutorials for this course. Course delivery will involve lectures, case studies and class presentations over each assigned Monday teaching slot. Voluntary workshops and coaching will be available for students as to how to create an effective Youtube video presentation.

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

There is no required textbook for the course. The 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	Class Participation Opening Exercises – 5% Class Discussions – 5% Case Study Discussions – 5%	15%	Every Monday (Weeks 2 to 9)
2	Individual Case Study Write Up Identification and discussion of an emergent management issue.	20%	Friday, 14 September Hard Copy to Box 28 RH, Mezzanine Level before 3 pm
3	Group Project Presentation Creation of a Youtube video clip in order to influence viewer perceptions of an emergent management issue of importance.	15%	Video Clip (3-5 minutes) must be posted and publicly accessible on Youtube before Monday, 1 October (Weeks 10 and 11)
4	Final Examination	50%	26 October – 17 November
	TOTAL	100%	

1. Class Participation

Due: Ongoing – Every Monday – during Weeks 2 to 9 (inclusive)

Marks: 15%

At this stage in your undergraduate degree, class participation is crucial to your learning process. During Weeks 2 to 9 inclusive, you will be assessed by an in-class monitor who will observe and note discussions and contributions in three areas: 1) class opening exercises, 2) class discussions and 3) case study discussions. Each class (weeks 2 to 9) will have a one-minute opening exercise. See blackboard (each week) for details. Your performance as a participant in these opening exercises will comprise 5% of your total class participation mark. Second, during the lecture portion of the class, students will have the opportunity to offer their own views, comments and experiences. The degree to which you add 'value' to the class with your comments will determine 5% of your total class participation mark. Finally, there will be six assigned case studies (weeks 2 to 7) with discussion questions given in advance (see blackboard). You will need to prepare to respond to these discussion questions. Different students will be called upon each week, plus students will have the opportunity to 'volunteer' their responses by raising their hand. The quality and contribution of responses to the case study questions will comprise the final 5% of your class participation mark.

It is important to note that this is a participation mark, not an attendance mark. Students who do not speak 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 of Importance

Due: Friday, 14 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 that exhibits either best practice or worst practice on a current management issue. This can be either within the New Zealand context or within the global context. 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 (i.e. you cannot build on company examples already introduced to the class). Each student should write up the example of the emerging issue 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,
- a chronology of events leading up to the current issue, including key leadership figures within the organisation,
- the managerial implications of the issue for the company and for society at large,
- 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 – Creation of a 3-5 minute Youtube video clip capable of influencing viewer perception of a current/emergent managerial issue. Marks: 15%

Due – to be posted and publically accessible on Youtube before Monday, 1 October.

Each student group (membership to be assigned) is invited to search for and explore a current management issue of mutual interest that is emergent and important. 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 a management issue that has direct relevance to New Zealand and the world. For example, how we manage our water resources? Or, how we manage pay equity across gender? Or, how we manage diversity in the workplace? These serve as examples, but not constraints.

The purpose of your Youtube video clip will be to ‘influence’ public perception on an issue of managerial significance. For example, suppose your group agrees that the ‘flow of young graduates from New Zealand to Australia’ is an issue and that young graduates should be influenced to stay in New Zealand and contribute to its economy, then it is expected that your Youtube video clip will address this issue and will influence those who watch it to stay in New Zealand and contribute to the New Zealand economy.

Each group will be required to show its 3-5 minute Youtube clip to the class (via download from Youtube) to include (but not limited to) the following topics:

- Definition of the current issue
- Presentation of why it is important
- Influence to change viewer perception on the issue
- Concluding Comments

Your Youtube presentation will be followed by a 3-5 minute question and answer period during which members from the class and representatives from the Wellington business community will pose questions about what they have just viewed.

Please note that the structure and flow of your video clip will be open to your own creative imagination. You are not bound by the above structure, which is simply a guideline. You will be assessed on four criteria, as follows:

1. The professionalism of your video clip (sound quality, editing, acting, presentation, etc.)
2. The flow of your video clip (clear flow, good development of key ideas)
3. The influential impact of your clip (its potential to influence public opinion on the chosen issue).
4. The group’s capability to respond comprehensively and intelligently to questions raised by the viewing audience.

It is hoped that you will decide to leave your Youtube video presentation in public domain to influence others beyond the MGMT 320 audience. At a minimum, your Youtube video presentation needs to be publically accessible until the end of the second trimester examination period – Saturday, 17 November.

4. 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 26 October to Saturday 17 November 2012, 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 analysis of the case study using themes and frameworks developed in the course.

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 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 Offices

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

Manaaki Pihipihinga Programme

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

Lecture Schedule – MGMT 320 – 2012 – in RH LT 2 – starting at 10:30 - Mondays

Week	Date	Topic
1	16 July	- Course Introduction Dr Paul McDonald (introduction starting at 10:30 am) Organisation of Study Groups (Class Teaching Assistant) Organisation of Student Photos (Class Teaching Assistant)
2	23 July	- Current Issue One: Virtual Work Dr Paul McDonald (1.5 hour lecture followed by 1 hour case study)
3	30 July	- Current Issue Two: Open-Source Work Practices Dr Paul McDonald (1.5 hour lecture followed by 1 hour case study)
4	6 August	Current Issue Three: Decline of Organisational Hierarchy Dr Paul McDonald (1.5 hour lecture followed by 1 hour case study)
5	13 August	- Current Issue Four: Rise of Gen Y Values Dr Paul McDonald (1.5 hour lecture followed by 1 hour case study)
6	20 August	- Current Issue Five: Globalisation Dr Paul McDonald (1.5 hour lecture followed by 1 hour case study)
27 August to 7 September: Mid-Trimester Break		
7	10 September	- Current Issue Six: Business Sustainability Dr Paul McDonald (1.5 hour lecture followed by 1 hour case study)
8	17 September	- Thinking in terms of Strategic Innovation Professor Stephen Cummings (1.5 hour lecture)
9	24 September	- Thinking in terms of Strategic Innovation Professor Stephen Cummings (1.5 hour lecture)
10	1 October	- Group Youtube Presentations followed by Q&A A/Professor Urs Daellenbach (10:30 am to 12:20 pm – with short breaks)
11	8 October	- Group Youtube Presentations followed by Q&A A/Professor Urs Daellenbach (10:30 am to 13:20 pm – with short breaks)
12	15 October	- Course Review and Final Examination Preparation A/Professor Urs Daellenbach and Professor Stephen Cummings

26 October to 17 November: University Examination Period



School of Management

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: _____



School of Management

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.

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Signature Date