

School of Accounting and Commercial Law

**MMPA 511 MANAGEMENT**

Trimester 3, 2012

**COURSE OUTLINE**

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Names and Contact Details		Office	Telephone
<i>Course Coordinator &amp; Lecturer</i>	Arun Elias <a href="mailto:Arun.Elias@vuw.ac.nz">Arun.Elias@vuw.ac.nz</a> Office Hours: TBA	RH 928	463 5736
<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**

Monday 19 November 2012 – Thursday 28 February 2013.

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before 30 November.
2. The standard last date for withdrawal from this course is 25 January.

After the last date stated in #2, 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**

Lectures will take place across seven weeks of the trimester on **Mondays and Wednesdays** from 1.40 to 4.30pm. **Exception:** Lecture 8 will take place on a **Friday**. See the lecture schedule on page 6 for exact dates.

**Venue:** GBLT4 (Government Buildings Lecture Theatre 4), Pipitea Campus

## **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 page 6 for lecture schedule.

## **Group Work**

While this course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed individual assignments.

## **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.

## **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 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.

## **Readings**

The readings for this course are contained in the Course Material Book, which will be distributed during the first lecture.

## Assessment Requirements

The paper consists of two projects, class exercises, class test, and a final test. The first two assignments should be presented as management reports. The details of these assignments are given below:

Assessment	Value	Due Date
1. Individual Project	15%	12 December 2012 (submit in class)
2. Group Project Presentation Report	20%	Presentations will take place on 13 February 2013 (in class) Submit your Group Report on 13 February 2013 (in class)
3. Class Exercises	10%	During lectures 1 to 10
4. Class Test	5%	During lecture 5
5. Final Test	50%	Monday 25 February at 2pm in GBLT1

### Assessment Guidelines

You will select an organisation as the host for your MMPA 511 assignments 1 and 2. In this organisation you should concentrate on a project or an actual operation. The criteria for your selection of the organisation should include:

- It should be a real world organisation based in New Zealand
- It should perform an actual operation or a project
- You should have access to observe the operation

### Assessment 1: Individual Project

*Length: Maximum 6 pages double-spaced text, excluding figures, tables and other exhibits.*

You will describe an actual operation of your host organisation in its existing form. In your description you will:

- Present the existing operation as an operating system,
- Describe and evaluate the strategy involved
- Conduct a stakeholder analysis for the system and
- Develop a process map for the operating system that you observed

### Assessment 2: Group Project

*Length: Maximum 20 pages double-spaced text, excluding figures, tables and other exhibits.*

You will select one of your group members' organisations for this assignment. You will analyse and improve the operating system you observed, using some of the management tools. In your project you will:

- Understand and improve the description presented by a group member as assignment 1.
- Critically examine the operating system, using appropriate management tools discussed in this course.
- Conduct a benchmarking study for the operating system.
- Use other appropriate operations management concepts and tools to improve the operating system.
- Provide an individual reflection.

This project consists of two parts. First, the group will give a 15 minute presentation followed by about 10 minutes of discussion on 13 February 2013. You also have to present a management report for this project (due date: 13 February 2013).

### ***Assessment 3: Class Exercises***

Class exercises will be conducted during lectures 1 to 10. They will be based on the topics covered in that particular lecture. During the last 50 minutes of the class, students will discuss these exercises (e.g. case studies, numerical exercises) and submit the results before leaving the class. This will be a group assignment.

### ***Assessment 4: Class Test***

A class test (not open book!) will be conducted during the beginning of lecture 5. The test will be based on the topics covered in lectures 1 to 4. The test will consist of 10 multi-choice questions and is worth 5% of the course marks. This will be an individual assessment.

### ***Assessment 5: Final Test***

A three-hour Final Test (closed book) will be held on Monday 25 February at 2pm in GBLT1.

### **Penalties**

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

### **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 submitted to Turnitin. A copy of submitted materials will be retained 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.

### **Mandatory Course Requirements**

In addition to obtaining an overall course mark of 50 or better, students must:

- submit Assignments 1 and 2 on the due dates, and
- obtain at least 40 per cent of the marks available in the final test.

### **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 concerning this course will be provided in lectures and posted on Blackboard: <http://blackboard.vuw.ac.nz>. Urgent notices will be circulated by email.

**Link to general information**

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

**Note to Students**

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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**MMPA 511 Lecture Schedule  
Trimester 3, 2012/3**

<b>Lecture</b>	<b>Topics</b>	<b>Readings/Class Exercise</b>
1 (M. 26 Nov)	Course Introduction Introduction to Management	Reading 1 Class Exercise: The Art of Management
2 (W. 28 Nov)	Corporate Strategy Stakeholder Management	Reading 3 Class Exercise: Stakeholder Analysis
3 (M. 3 Dec)	Operations Management Process Mapping	Reading 4 Case 1: 100 Yen Sushi
4 (M. 10 Dec)	Quality Management Critical Thinking and Analysis	Reading 5 Class Exercise: Hank Kolb, Director of Quality Assurance
5 (W. 12 Dec)	Continuous Improvement Benchmarking	Class Exercise: Benchmarking
6 (M. 17 Dec)	Quantitative Approaches to Management Statistical Quality Control	Reading 6 Class Exercise: Statistical Process Control
7 (W. 19 Dec)	Complex Management Problems Problem Structuring	Reading 7 Class Exercise: Problem Structuring
<b>Mid-Trimester Break (Saturday 22 December 2012 – Sunday 6 January 2013)</b>		
8 (F. 8 Feb)	Human Resource Management and the New Workplace (Guest Lecturer)	Reading 2 Class Exercise: Human Resource Management
9 (M. 11 Feb)	Systems Approaches to Management Systems Modelling	Reading 8 Class Exercise: Causal Loop Modelling
10 (W. 13 Feb)	Group Project Presentations	
11 (M. 18 Feb)	Project Management Participative Management Group Model Building	Readings 9 & 10 Class Exercise: Group Model Building
12 (W. 20 Feb)	Course Revision Student Evaluations	

**Note: Lectures take place on Mondays and/or Wednesdays – please note the dates above.  
EXCEPTION: Lecture 8 will take place on a Friday.**