

School of Management

**MGMT 317**  
**ORGANISATIONAL INNOVATION AND CHANGE**

Trimester 1, 2013

**COURSE OUTLINE**

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**Names and Contact Details**

**COURSE COORDINATOR**

Dr Dai Gilbertson (Course Coordinator)

Phone: 04 589 5011

Email: [dai.gilbertson@gmail.com](mailto:dai.gilbertson@gmail.com)

**ACADEMIC STAFF**

Deb Gilbertson (Tutor and Global Enterprise Experience Manager for the Course)

Phone: 04 589 5011

Email: [deb@windeaters.co.nz](mailto:deb@windeaters.co.nz)

**PROGRAMME MANAGER**

**Garry Tansley**

Room: EA118 (Monday & Friday)

Room: RH915 – (Tues, Wed & Thursday)

Phone: 463-6968

Email: [Garry.Tansley@vuw.ac.nz](mailto:Garry.Tansley@vuw.ac.nz)

**ADMINISTRATOR**

**Tricia Lapham**

Room: RH1022

10<sup>th</sup> floor reception

Phone: 463 5397

Email: [Tricia.Lapham@vuw.ac.nz](mailto:Tricia.Lapham@vuw.ac.nz)

**Trimester Dates**

Teaching Period: Monday 4 March – Friday 7 June

Study Period: Monday 10 June – Thursday 13 June

Examination Period: Friday 14 June – Wednesday 3 July (inclusive)

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 15 March 2013.
2. The standard last date for withdrawal from this course is Friday 17 May. 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**

Tuesdays 14:40-15:30 GB LT3 Tutorials

Tuesdays 15:40-17:30 GB LT4 Lectures

## Introduction

This course adopts a project-based approach to understanding processes for innovation and change, emphasising organisational dimensions and exploring features of new venture and new product development, intrapreneurship and entrepreneurship, and organisational development and change.

It includes an action learning experience in leading a global team for the Global Enterprise Experience. This experience develops your skills in organisational innovation including making ideas happen, producing a professional business concept proposal, developing a strategy for an innovative venture, building a group culture, managing cross cultural relations, leading a global team, fostering creativity, taking an international focus, understanding social innovation, overcoming issues, managing conflict, showing resilience to setbacks, and writing a business document that influences decision makers.

The Global Enterprise Experience ([www.geebiz.org](http://www.geebiz.org)) is a worldwide contest run by the Victoria Business School. To date it has had participants from 180 universities in 68 countries. Participants are formed into global teams of eight with members from diverse countries who communicate via the web. At 01:00 GMT on May 1 all participants are emailed the details of their team. This year teams produce a six-page business concept proposal on a profitable product or service that addresses the Millennial Goals of the United Nations Development Programme ([www.undp.org](http://www.undp.org)). Examples of previous work can be seen on the website under archives. Victoria University students are responsible for leading their global team.

You also need to hand in a one-page journal on your experiences and insights on leading a Global Enterprise Experience team. The report and journal are emailed to the Global Enterprise Experience Manager for the course, Deb Gilbertson ([deb@windeaters.co.nz](mailto:deb@windeaters.co.nz)).

You are responsible for the final report that is produced by your global team – lack of performance by some team members is irrelevant in assessing your performance in ensuring a quality report is submitted.

The report and journal will also go to a panel of international judges to be assessed for a range of awards for the Global Enterprise Experience. Past judges have included the Deputy Secretary General of the UNESCO, the Deputy Prime Minister of New Zealand, the Pro Chancellor of Victoria University, and the Governor General of New Zealand. There is a prize of NZ\$1000 for each participating member of the winning team i.e. up to NZ\$8000 in total for the team. There is an additional NZ\$1000 for the best one-page journal, as well as non-cash prizes for the Commitment Awards and the Global Leader Award, and certificates and letters of reference for all completing participants. You are eligible to win all of these awards. The prize giving ceremony is held in parliament where you will be expected to collect awards and certificates for yourself and on behalf of overseas participants.

You need to enrol for the Global Enterprise Experience on [www.geebiz.org](http://www.geebiz.org) by April 9 and upload your personal bio to Dropbox by April 22. Note that the journal and business concept proposal must be handed in if it is May 22 anywhere in the world which translates to before 11pm May 23 New Zealand time.

In enrolling in MGMT 317 you are committing yourself to being an effective leader of your global team. Letting down your global team is NOT an option. Some of your team members face stiff challenges to contribute – in very poor countries many find it difficult to afford the internet costs at cafes, the Baha'is in Iran are at risk of imprisonment for studying and communicating with foreigners, and others participate as volunteers during their exam period.

## Course Delivery

The course consists of two one hour lectures per week, occasional workshops and one tutorial per week. Lectures are run over all 12 weeks of the course and tutorials are run over 6 weeks of the course. There is an expectation that students will attend all lectures and tutorials offered. Lectures will start in week one of the course and tutorials in week three of the course.

## Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 30 hours of classes, an intensive 15 hours per week during the three weeks of the Global Enterprise Experience leading the team, approximately five hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 15 hours revising during the mid-trimester break and study week.

## BCom Programme and Course-related Learning Objectives

Our graduates will:

1. demonstrate application of critical and creative thinking skills to practical and theoretical problems
2. be effective communicators
3. have a global and multicultural perspective
4. recognise, support and display leadership
5. develop specific knowledge and skills in systems thinking and decision making.

## Course Learning Objectives

CLO	By the end of this course, students should be able to:	Associated MAs	Associated BCA LGs	Addressed via:
1	Manage a process to generate creative ideas	MA1, MA2, MA3, MA5	LG1a,b,c,d LG2b LG4c	Lectures, tutorials, assignment, GEE leadership, GEE report
2	Lead a process of innovation and implement ideas through all phases from idea conception to adoption and diffusion – ‘making ideas happen’	MA1, MA3, MA5, MA7, MA8	LG1a,b,c,d LG2b,c LG4a,c	GEE leadership, lectures, tutorials, assignment
3	Design an environment that helps build a creative and task focused culture	MA5, MA8	LG1a,b,c,d LG2b LG4a,c	Lectures, tutorials, assignment, GEE leadership, GEE report
4	Critically analyse information, ideas, problems and questions, synthesise the data and come up with specific recommendations for action	MA1, MA2, MA4, MA6	LG1a,b,c,d	Assignment, GEE report, exam
5	Investigate and critically review research to discover ‘what it takes to be a successful entrepreneur in New Zealand’	MA2	LG1a,b,c,d	Assignments, exam

## Course Content

Wk	Date	Topic	Case Studies	Due Date
1	Tues 5 Mar	No tutorial		
	Tues 5 Mar	Introduction to MGMT 317 Introduction to the Global Enterprise Experience The innovation process		
2	Tues 12 Mar	No tutorial		
	Tues 12 Mar	Entrepreneurship, intrapreneurship, and social entrepreneurship	Natureshop Online Whale Watch Kaikoura Switzer ASR	
3	Tues 19 Mar	Decision making – IQ, EQ and SQ tutorial		
	Tues 19 Mar	Creativity and GEE concept development	MACPAC Howard Wright	
4	Tues 26 Mar	No tutorial		
	Tues 26 Mar	Visualisation and building a shared vision	Icebreaker Furnware Beca	Creativity hand in
Thur 28 Mar - Wed 3 Apr		EASTER BREAK		
5	Tues 9 Apr	Communicating via the internet tutorial		
	Tues 9 Apr	Leadership in an entrepreneurial organisation	Living Nature Annie's Marlborough	Journal hand in – 1 <sup>st</sup> five sessions
6	Tues 16 Apr	Language of optimism tutorial		
	Tues 16 Apr	Team building and managing diversity	Orca 42 Below	Launch letter hand in
Mon 22 Apr - Sun 28 Apr		MID-TRIMESTER BREAK		
7	Tues 30 Apr	Evaluating business concept proposals tutorial	GEE concept proposals on Blackboard	
	Tues 30 Apr	Developing a business concept proposal	No-Tillage Riviera	
	Weds 1 Apr	<b>GEE Begins</b>		
8	Tues 7 May	GEE Tutorial		
	Tues 7 May	Managing power	Obo RPS Switchgear	

Wk	Date	Topic	Case Studies	Due Date
9	Tues 14 May	GEE Tutorial		
	Tues 14 May	Writing to influence		
10	Tues 21 May	GEE Tutorial		
	Tues 21 May	Resolving conflict		
	Thur 23 May			GEE Ends on 22 May anywhere in the world, i.e. 11pm 23 May NZ Time. GEE journal and report submission
11	Tues 28 May	No tutorial		
	Tues 28 May	Organisational innovation and change	Glidepath Methven Pacific Aerospace	
12	Tues 4 Jun	No tutorial		
	Tues 4 Jun	Adoption and diffusion	Fisher and Paykel Seperex	Jun 11, journal hand in, 2 <sup>nd</sup> 13 sessions

### Readings

Recommended reading for this course is Schilling, M. (2009). Strategic Management of Technological Innovation, 3<sup>rd</sup> ed, McGraw Hill, Boston.

New Zealand case studies of organisational change and innovation as well as additional readings and materials will be provided to students via Blackboard and on the Global Enterprise Experience Dropbox site for team leaders. Students are expected to read these as indicated on the course schedule. Further resources are available in the VUW Commerce Library.

As part of your in-term assessment and exam, it is your responsibility to research the appropriate literature to extend your understanding of the topic.

### Materials and Equipment

To lead your global team, you will need to have a Facebook, Skype and Dropbox account.

### Assessment

The assessment for this course comprises the activities listed below, with the first and second assignments focussing on creativity and critical reflection. The development of a Business Concept Proposal and critical reflections via a journal are assignments that relate specifically to the Geebiz project.

Students are required to prepare and participate in workshops and tutorials, and sit the final examination. The final examination will require the integration of theory and your insights into managing organisation change and innovation.

Each piece of assessment involves a combination of the learning objectives outlined above.

Activity	Length	%	Due	Submit by	Learning objectives
GEE Creative Ideas <ul style="list-style-type: none"> <li>- apply three creativity techniques, 1 page each</li> <li>- demonstrate creativity and volume of ideas</li> <li>- expand three ideas with merit into a paragraph each</li> </ul>	4 pages	5	Mar 26 3:30pm	Hand in	1
Journal entry for each session to include: <ul style="list-style-type: none"> <li>- Mindmap for each session, 1 page</li> <li>- Presentation of two additional research items which extend what was taught in class; ½ page</li> <li>- Your personal insights and either your application of the learning to the GEE, or what it takes to lead successful innovation; ½ page</li> </ul>	2 pages for each session, 19 sessions, 38 pages in total	5	Apr 9 3:30pm 1 <sup>st</sup> five sessions	Hand in	1,2,3,4,5
		14	Jun 11, 3:30pm 2 <sup>nd</sup> 13 sessions		
GEE Team Launch Letter	As appropriate	6	Apr 16 3:30pm	Hand in	1,2
GEE Business Concept Proposal	6 pages	25	May 22*	Email	1,2,3,4
GEE Individual Journal	1 page	5	May 22*	Email	2,3,4
Exam	2 hours	40			4,5

\*This assignment is due if it is May 22 anywhere in the world, i.e. before 11pm on May 23, New Zealand time.

### Examination

The exam is worth 40% of the marks available for this course. The exam will be closed book and will be 3 hours in duration. As a mandatory course requirement, students are required to obtain at least 40 per cent (i.e. 16 marks out of 40) of the final examination marks available. Preparation for the examination contributes to Course Learning Objectives 4 and 5.

### Examination Obligations

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 14 June – Wednesday 3 July 2013.

### Mandatory Course Requirements

In addition to obtaining an overall course mark of 50 or better, students must submit the Global Enterprise Experience report, and it must be on time.

### 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 is communicated to students via Blackboard for course material. Information on the Global Enterprise Experience is communicated via email.

### 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.

### **Late assignments**

Late assignments are to be handed in at **Level 10 Reception**, during Reception Desk hours, **9am till 5pm Monday to Friday during term time**. The Administrator for the course or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and signed by** the Administrator or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Administrator's office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays.

### **Penalties – for Lateness**

- (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) 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.

### **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 [www.vuw.ac.nz/library/research/reference/referencingguides.aspx](http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx).

## 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.

## Link to general information

For general information about course-related matters, go to:

[www.victoria.ac.nz/vbs/studenthelp/general-course-information](http://www.victoria.ac.nz/vbs/studenthelp/general-course-information)

**For the following important information follow the links provided:**

### Academic Integrity and Plagiarism

[www.victoria.ac.nz/home/study/plagiarism.aspx](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 [www.victoria.ac.nz/home/study/academic-progress.aspx](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 at [www.victoria.ac.nz/home/study/calendar.aspx](http://www.victoria.ac.nz/home/study/calendar.aspx) via the Calendar webpage (See Section C).

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

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

[www.victoria.ac.nz/home/about\\_victoria/avcadademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcadademic/Publications.aspx)

### Faculty of Commerce Offices

[www.victoria.ac.nz/vbs/studenthelp/](http://www.victoria.ac.nz/vbs/studenthelp/)

### Te Putahi Atawhai

#### Maori and Pacific Mentoring Programme

[www.victoria.ac.nz/tpa/](http://www.victoria.ac.nz/tpa/)