

School of Management

**MGMT 318**  
**ORGANISATIONAL ANALYSIS AND DESIGN**

Trimester 2, 2013

**COURSE OUTLINE**

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**COURSE COORDINATOR**

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**ADMINISTRATOR**

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**UNDERGRADUATE PROGRAMME MANAGER**

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**Trimester Dates**

Teaching Period: Monday 15 July – Friday 18 October

Study Period: Monday 21 October – Thursday 24 October

Examination Period: Friday 25 October – Saturday 16 November (inclusive)

**Note:** Students in MGMT 318 are obliged to attend an examination at the University at any time during the formal examination period.

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before **Friday 26 July 2013**.
2. The standard last date for withdrawal from this course is **Friday 27 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 Faculty's Student Customer Service Desks.

## Class Times and Room Numbers

Lectures: Fridays: 1030 -1220

Room: GB LT 1

See Annex A for further details on scheduling of lectures

## Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 31 hours of classes, approximately eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 23 hours revising during the mid-trimester break and study week.

## Prescription

The course provides a macro-level perspective on organisational behaviour focusing primarily on issues such as organisational structure and design, organisational culture and power. This course adopts a multi-perspective, multi-paradigm approach to understanding and managing organisations in the private, public and voluntary sectors.

## Course Learning Objectives

MGMT 318 has four learning objectives. You will work towards the achievement of these through three successive 'experiments' in organisational analysis and design of 'real world' organisational cases (see assessment section below). By the end of the course, students should be able to:

- a. **Understand** and **critically analyse** the complexity of organisational systems and their impact upon organisational members drawing on a range of organisational theories.
- b. **Explain** the role of metaphor in organisational analysis and design and identify strengths and limitations of specific metaphors for reading an organisation.
- c. **Propose** a broad range of actions that may be taken in response to organisational situations and challenges.
- d. Provide **coherent and convincing** arguments relating to applied organisational analysis, and effectively **communicate** these views to others orally and in writing.

## Course Content

MGMT 318 aims to provide an advanced examination of selected issues in organisational analysis and organisation theory. The course largely operates at the macro level with an emphasis on organisations as a whole and the practical application of organisation theory. It builds upon the individual and social aspects of organisational behaviour covered in MGMT 202.

Today organisation theory is in a state of flux. Traditional modern scientific and mechanistic approaches to organisation are increasingly being questioned, and alternative approaches have gathered support. There is no longer one accepted 'best' way to analyse, design, or intervene in organisations, and the field is now characterised by much debate among proponents of a diverse range of perspectives. The course aims to engage students in these debates.

## Course Delivery

The course is delivered through lectures, case studies and tutorials. Students are expected to attend and participate in these sessions. Attendance at tutorials is part of the mandatory course requirements and is assessed (see assessment).

## **Group Work**

While the 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 assignments.** You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

## Tutorial Sign-Up Instructions

Requirements to use this programme:

Go to the sign-up website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system. Click on MGMT318 and follow the instructions. You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded. Tutorials start on the third week of the course. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard. If you have any serious problems about the allocations see the Undergraduate Programme Manager as soon as possible.

## Readings

The *required* textbook is:

G. Morgan, 'Images of organization' Sage 2006 Updated Edition

## Assessment Requirements

Assignment	Title	Weight	Date
1	One Assignment – Organisational Analysis	30%	Tuesday, 27 August 2013 by 10.00am
2	Tutorial Participation	10%	As scheduled : 7 tutorials
3	Final Examination	60%	Friday 25 October – Saturday 16 November (inclusive)
	<b>TOTAL</b>	<b>100%</b>	

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.

## 1. Individual Assignment – Organisational Analysis

Date: Tuesday, 27 August 2013 by 10.00am

Length: 2500 words

See Annex B for details.

### Handing in assignments

Assignments should be placed, in hard copy form, in the **MGMT 318 Assignment Box (No. 26)** on the Mezzanine floor of Rutherford House by the due time on the due date. All assignments must include an Assignment Cover Sheet (see Annex C) stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

**Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing.** Failure to do so will jeopardise any claim that your work was submitted in the rare cases where your work goes astray.

### 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>).

## 2. Tutorial Participation

Marks: 10%

Participation in tutorials is crucial to the learning process on this course. This is a participation mark, not an attendance mark. You will be assessed by your tutor on the extent and quality of your participation. There are seven tutorials during the course and the first tutorial is in Week 3. Details about the topics of the tutorials and the preparation you are required to undertake will be provided in class.

## 3. Examination

The examination is worth 60% of the total marks available for this course. It will be a closed-book, 2-hour examination. Essay style answers are expected. You need to answer three questions that will require you to draw on different theories/images covered in the course. All book chapters covered during the course are examinable.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

### Penalties

Late assignments are to be handed in at **Level 10 Reception, RH 1022**, during Reception Desk hours, **9am till 5pm Monday to Friday during term time**. An Administrator 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 for the course 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 Reception 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 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. 30% or 30 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 30 and the assignment receives 50% then one day late means the mark will be out of 28 and the student will receive 50% of 28). **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 **Undergraduate 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.
- (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 **Undergraduate Programme Manager** 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.

### **Remarking**

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments.

For marks: 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.

For grades: If the grade differs by one grade then the highest grade is taken. If the grade differs by more than one grade then the assignment is marked by a third marker and the average grade is taken.

Experience from previous years is that almost all remarks are within 10% or one grade and where there is a change in mark or grade, half the assignments go up and half go down. Occasionally there is a significant

shift in the mark or grade. Application for remarks must be made within 5 days after the assignments are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex D) 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.

Allow a minimum of 5 days for remarks to be completed.

## **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.

## **Examinations**

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 following period:

Friday 25 October – Saturday 16 November (inclusive)

## **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 6 out of the 7 tutorial sessions;
- b. Submit one assignment within seven days of the due date and time;
- c. To obtain at least 50 per cent (i.e., 30 marks out of 60) of the final examination marks available.

Students who fail to satisfy the mandatory requirements 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 requirements have been satisfied or not.

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

If you cannot complete an assignment or sit a test or examination, refer to

[www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

## **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**

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 course 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. MGMT318\_Smith\_Pauline\_3000223344\_Topic Area

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.

## **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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## Schedule of Lectures

Annex A

Week 1	19 July	<p>Course Introduction:</p> <ul style="list-style-type: none"> <li>a. Course outline, Assessment, Schedule, Tutorial, Class Representative</li> <li>b. 5 minds for the future – Skills needed for organisational analysis</li> <li>c. Brief explanation on metaphors</li> </ul>
Week 3	2 Aug	<ul style="list-style-type: none"> <li>a. Introducing Metaphors –Reading and Re-reading</li> <li>b. Hyteck.Bix case (Blackboard)</li> <li>c. The Organisation as Machine <ul style="list-style-type: none"> <li>▪ Readings: Chapter 1 and 2</li> </ul> </li> </ul>
Week 4	9 Aug	<ul style="list-style-type: none"> <li>a. Review of Mechanistic Organisation</li> <li>b. Beyond structure: Organizations as organism</li> </ul> <p>Readings:</p> <ul style="list-style-type: none"> <li>▪ Chapter 3</li> </ul>
Week 5	16 Aug	<p>The Organisation as Brains</p> <p>Reading:</p> <ul style="list-style-type: none"> <li>▪ Chapter 4</li> </ul>
Week 6	23 Aug	<ul style="list-style-type: none"> <li>a. The Learning Organisation:</li> <li>b. Research Findings</li> </ul>
<p>Mid Trimester Break (24 August to 8 September)</p>		
7	13 Sept	<p>Organisation as Political System</p> <ul style="list-style-type: none"> <li>▪ Chapter 6</li> </ul> <p>Guest Speaker</p>
8	20 Sept	<p>Organisation as Psychic Prison</p> <p>Reading:</p> <ul style="list-style-type: none"> <li>▪ Chapter 7</li> </ul>
9	27 Sept	<p>Organization as instruments of domination</p> <p>Reading:</p> <ul style="list-style-type: none"> <li>▪ Chapter 9</li> </ul>
10	4 Oct	<p>Organisation as design: design thinking</p>
11	11 Oct	<p>Challenges of Metaphors</p> <p>Reading:</p> <ul style="list-style-type: none"> <li>▪ Chapter 10</li> </ul>
12	18 Oct	<p>Course sum-up and exam tips</p>

**MGMT 318 – Organisational Analysis and Design – Assignment 1**

Marks: (30%)

Due Date: 27 August 2013 by 10.00 am

Length: 2500 words

***Essay Question***

1. Select an organisation or part of an organisation with which you are familiar. This may be drawn from your experience or from the business/management literature.
2. Use the ‘machine’ metaphor to analyse your situation in question. Some guide for your thoughts:
  - Use organisational theory(s) to explain why it can be seen as mechanistic.
  - Discuss two reasons why this way of operating does not fit the organisation’s purpose or operations (leads to business failure).
  - What alternative metaphor could be adopted to help the organisation to be effective? (The alternative metaphor you suggest can either come from the textbook, or be one you have thought of/seen somewhere (interdisciplinary)).
  - Suggest some implications for your organisation from your analysis. (The implications of your organisation are to refer to the implications that would result from your organisation moving from their mechanistic way of operating to the alternative metaphor you have suggested. For instance, what impacts will you have on the department/organisation, what they will need to change?)

***Essay Format***

All submitted assignments should have a cover sheet (see Annex C for details). Assignments should be word-processed, 12 point font, double-spaced with wide margins. The essay should not exceed 2500 words. You should put page numbers on each page, use in-text referencing, and include a list of references at the end of your assignment (reference list not included in your word count).

***Essay Criteria***

Your essay will be marked for the quality of the writing – that is correctness, clarity, organisation, referencing – as well for meeting the following specific assignment criteria:

- Applies related theory(s) and explain metaphor well
- In-depth organisational analysis
- Identifies problems and issues
- Provides alternative metaphor and implications



**Victoria Management School**

**MGMT 318**

**Individual Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

Tutor's Name: \_\_\_\_\_

Tutorial Number: \_\_\_\_\_

Tutorial Day: \_\_\_\_\_

Tutorial Time: \_\_\_\_\_

Word Count: \_\_\_\_\_

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 318

#### Request for re-examination of assessed work

	<b>Assessment affected</b> <i>e.g. Individual Assignment, In-class Test</i>	
<b>Student ID</b>	Name <i>As it appears in your enrolment</i>	<b>Tutorial No/Tutor's name</b>
<b>Contact Details</b>	<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.*

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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