

School of Management

**MGMT101 INTRODUCTION TO MANAGEMENT**

Trimester One 2014

**COURSE OUTLINE**

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**Names and Contact Details**

**COURSE COORDINATOR**

**Sashi Meanger**

Room: RH919, Rutherford House

Phone: 463-6942

Email: [Sashi.Meanger@vuw.ac.nz](mailto:Sashi.Meanger@vuw.ac.nz)

**UNDERGRADUATE PROGRAMME  
MANAGER**

**Garry Tansley**

Room: EA105 Monday & Wednesday, RH915  
Tuesday, Thursday & Friday

Phone: 463-6968

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

**ADMINISTRATOR**

**Misa Ito**

Room: RH1022, Rutherford House

Phone: 463-5397

Email: [Misa.Ito@vuw.ac.nz](mailto:Misa.Ito@vuw.ac.nz)

**Trimester Dates**

Teaching Period: Monday 3<sup>rd</sup> March – Friday 6<sup>th</sup> June

Study Period: Monday 9<sup>th</sup> June – Thursday 12<sup>th</sup> June

Examination Period: Friday 13<sup>th</sup> June – Wednesday 2<sup>nd</sup> July (inclusive)

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 14<sup>th</sup> March 2014.
2. The standard last date for withdrawal from this course is Friday 16<sup>th</sup> 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

**Lectures:** Monday & Wednesday 3.10 – 4.00pm Kirk KKLTL 303

**Tutorials:** Please see Blackboard or contact the Tutorial Co-ordinator (email is preferable).

## Course Content

This course covers a broad perspective on management theories and their application in the business, public and voluntary sectors. It provides a foundation to explore issues expanded on in other courses offered within the School of Management.

**Please note** that due to the nature of the lectures it is important for you to have read the chapters pertaining to the lecture **before** you turn up so that you will be familiar with ‘management theories, frameworks and concepts discussed in the lecture.

Please see last page of this course outline for the lecture and tutorial schedule.

## Course Learning Objectives

Objective	By the end of this course, students should be able to:	Addressed via
1	Describe and apply a selection of key concepts/theory/frameworks relevant to management;	Lectures, assignment, tutorials and exam
2	Understand some of the interrelations between the disciplines within management (e.g. Organisational Behaviour, Human Resources and Industrial Relations, Decision Making and Operations, Strategic Management, Maori Business);	Tutorials and lectures
3	Recognise ethical and social responsibility issues in a business context;	Tutorials and lectures
4	Recognise, support and display leadership in a group setting;	Tutorials
5	Demonstrate communication skills involving an ability to communicate clearly in written and oral form;	Assignments, tutorials and exam
6	Demonstrate knowledge of local, national, and global business contexts.	Assignments and tutorials

## Course Delivery

The course consists of two one hour lectures per week and one tutorial per week. Lectures are run over all 12 weeks of the course and tutorials are run over eleven 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 two of the course.

## Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 34 hours of classes, eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 20 hours revising during mid-trimester break and study week.

## 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. You will be expected and encouraged to work in groups on in-term case discussions; however the written assignments must be an individual submission. **Please do not work together to formulate a response and do not loan out your completed assignments.**

## Readings

The course textbook:

Schermerhorn et al, Management: Foundations and Applications, 2<sup>nd</sup> Asia-Pacific Edition, © John Wiley & Sons Australia Ltd. 2014.

The textbook is available at the VicBooks.

## Materials and Equipment

Students will not be allowed to use machines such as computers or electronic calculators in examinations.

## Assessment

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

## Assessment Requirements

Item	Title	Weight	Due Date
1	Assignment One (1200 words). Course learning objectives 1, 2, 4 and 5.	20%	Your tutor's drop box, north end Level 2 Murphy building at <b>2pm Monday 14 April 2014</b>
2	Assignment Two (1200 words). Course learning objectives 1, 2, 4 and 5.	20%	Your tutor's drop box, north end Level 2 Murphy building at <b>2pm Monday 19 May 2014</b>
3	Tutorial Participation. Course learning objectives 1, 2, 3, 4, 5 and 6.	10%	Continuously assessed throughout the course.
4	Final Examination. Course learning objectives 1, 2, 3, 5 and 6.	50%	Two hour exam. The Study/Exam period is 9 June – 2 July 2014 (inclusive)
	<b>TOTAL</b>	<b>100%</b>	

## Assignments

The assignments are set in the context of the **Tasman Arts Training Institute (TATI)**, case study based on a fictitious private training establishment teaching a broad range of Arts courses including fine arts, pottery, and textile design certificate courses in Nelson, New Zealand.

The case study is posted on Blackboard. The purposes of the assignments are to analyse the key issues and apply relevant management theories to the **TATI** case.

All referenced material must be appropriately cited. Please see Annex A for the marking guidelines. The holistic academic quality of your assignments, as in the marking guidelines, will determine your overall performance. The Word limit for each assignment is 1200 words and assignments must be presented on 12pt font, 1.5 line spacing, single sides of a page.

The assignments are due in your tutor's drop box, north end Level 2 Murphy building, at 2pm Monday 14 April 2014 for Assignment One, and 2pm Monday 19 May 2014 for Assignment Two. Any applications for extensions to assignment due dates must be made to the Course Coordinator, supported with valid reasons and evidence.

Assignment One: Due 2pm Monday 14 April 2014

Apply the relevant Management theories from the following disciplines to the TATI case study.

- The Study of Organisational Behaviour
- Communication
- Working in teams
- Leadership
- Motivation and Rewards
- Human Resource Management and Industrial Relations.

Assignment Two: Due 2pm Monday 19 May 2014

Describe the Strategic Management process. In strategically planning his next move, what decision choices between alternative courses of action does Ethan Williams, the new Director of TATI, need to consider in establishing Tasman Arts Training Institute's competitive advantage?

### **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 the Faculty's programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

### **Tutorial Preparation and Participation**

You are expected to come to tutorials prepared for discussion. Discussion questions/topics will be posted on Blackboard and provided by tutors. This pre-tutorial preparation and the demonstrated quality of your tutorial participation will guide the outcome of your tutorial marks. The assessment criteria are outlined in [Annex B](#).

### **Tutorial Signup**

Tutorial signup is done through the online programme; 'S-Cube'. You should already have been notified by email about your sign-up to a tutorial. Go to the signup website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system. Click on MGMT101 and follow the instructions. If you have been unable to sign up by the end of the first week of the course please contact the Tutorial Co-ordinator [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz).

## Late assignments

Late assignments are to be handed to Lorna Jones in EA121. Late assignments that do not have the time and date and signed by Lorna will incur late penalties from the time the Tutorial Co-ordinator receives it. Assignments slid under the door of Lorna's office will incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays, and will be counted as full late days.

## Penalties for Lateness

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** without approved extension, will not be accepted and the student will **automatically fail the Mandatory Course Requirements**.

Assignments handed in after 2pm on Monday 17 April 2014 will be treated as being 7 days late.

Weekend/public holiday penalty days apply for assignments received on the following workday.

- (i) 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**.
- (ii) 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 Co-ordinator**, 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 that **prevented** you from undertaking your academic studies. This can be applied retrospectively. **A note only stating impairment is not sufficient and will be rejected**.
- (iii) 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 Co-ordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (iv) 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.

## 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.

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% 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 at the The Reception Desk on the first floor Easterfield Building (EA121) Kelburn Campus (EA117) - 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.

### **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 13<sup>th</sup> June – Wednesday 2<sup>nd</sup> July (inclusive)

### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Submit hard copies of both Assignments for marking;
- b. Submit both assignments within the allowable timeframe (see the section on Penalties for Lateness above)
- c. Obtain at least 40 per cent of the final examination marks available, (20 marks out of the 50 total examination marks)

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)

Note: Failure to meet mandatory course requirements does not prevent a student completing other pieces of assessment, including sitting the final examination.

### **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 course information will be conveyed to students via BlackBoard (BB) and through lectures and tutorials so please check BB often and go to all tutorials and lectures.

### **Student feedback**

Student feedback on University courses may be found at: [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

### **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.

### **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.

**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 Student and Academic Services**

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

### **Te Putahi Atawhai**

### **Maori and Pacific Mentoring Programme**

<http://www.victoria.ac.nz/tpa/>

## Annex A

### MGMT 101 assignment marking rubric

<b>Grade:</b>
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	<b>#1 Exemplary</b>	<b>#2 Satisfactory</b>	<b>#3 Not Satisfactory</b>
<p><b>#A Summary of key points:</b></p> <p>Relevance of summarised key managerial issues.</p>	Summary of issues is relevant to all five subject disciplines.	Summary of issues is relevant to at least three subject disciplines.	Summary of issues in less than three subject disciplines.
<p><b>#B Application of theory:</b></p> <p>Linking appropriate management theories to the tutorial case.</p>	Comprehensive application of management theory shown in all five discipline areas.	Limited application of management theory.	Very little understanding of management theory demonstrated.
<p><b>#C Critical &amp; creative thinking:</b></p> <p>Multiple perspectives in theory application.</p>	Inferences/implications in application show appreciation of multiple perspectives and ambiguity resulting from situational factors.	Inferences/implications in application show reasonable appreciation of multiple perspectives.	Inferences/implications unclearly stated or unexplored with little appreciation of multiple perspectives.
<p><b># D Structure and style:</b></p> <p>Document, paragraph and sentence structure, flow and layout, appropriate to audience.</p>	Variety of sentence construction, logical flow; style and structure appropriate for task, audience and genre. Uses engaging delivery that enhances understanding. Thoughtful presentation.	Not overly repetitive with some variety in sentence construction. Generally flows well and some awareness of audience and genre.	Overly repetitive or simplistic sentence structure. Consistently disjointed with style/structure inappropriate for audience.
<p><b>#E Clarity and conciseness:</b></p> <p>Addresses the task succinctly with appropriate complexity.</p>	Focuses on key issues and conveys them in a way that is easily understood.	Occasionally misses the point but addresses most of the main issues.	Main points confused/unclear. Irrelevant information, no transition between ideas. No conclusion.
<p><b>#F Technical writing skills:</b></p> <p>Spelling, capitalisation, punctuation, grammar, general proofreading and referencing.</p>	Very few spelling errors, correct punctuation and grammatically correct complete sentences. Proper citation of referenced work.	Occasional lapses in spelling, punctuation, grammar and referencing but not enough to seriously distract the reader.	Numerous spelling errors. Non-existent or incorrect punctuation. Severe errors in grammar that interfere with understanding. No referencing.

**NB. The overall grade for this assignment will depend on its holistic quality. The criteria are not necessarily equally weighted.**

<b>Mark:</b>	<b>/20</b>
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## Tutorial Preparation and Participation

You are expected to come prepared to participate in tutorial group discussions.

Discussion questions/topics will be posted on Blackboard and provided by tutors. This pre-tutorial preparation and the demonstrated quality of your tutorial participation will guide the outcome of your tutorial marks. The assessment criteria are outlined below.

	<b>#1 Exemplary</b>	<b>#2 Satisfactory</b>	<b>#3 Not Satisfactory</b>
<b>Preparation &amp; understanding of discussion topics</b>	Demonstrates in-depth understanding of discussion topics	Demonstrates a superficial and incomplete understanding of discussion topics	Is unprepared for discussion and shows little or no understanding of the topics
<b>Conceptual &amp; creative ability</b>	Provides alternative application of theories and interpretations of key issues	Provides some linkages between organisational issues and management theories	Provides little or no constructive ideas
<b>Critical ability and insight</b>	Critically examines management theories and provides insightful comments	Applies management theories without convincing justification of their relevance	Demonstrates little or no critical ability and insight
<b>Contribution to the learning of others</b>	Provides thought leadership and contributes to the learning environment	Focuses on convincing others	Shows little or no consideration for group learning
<b>Extent of participation</b>	Participates fully in all tutorials	Inconsistent participation in tutorials	Limited or no participation in tutorials

<b>Mark</b> /10
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*School of Management*

**MGMT101 Assignment Cover Sheet**

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

*Assignment:* \_\_\_\_\_

*Tutor's Name:* \_\_\_\_\_ *Tutorial Number:* \_\_\_\_\_

*Tutorial Day:* \_\_\_\_\_ *Tutorial Time:* \_\_\_\_\_

*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*)

*Date extension applied for* \_\_\_\_\_

Extension granted until: \_\_\_\_\_

Extension granted by: \_\_\_\_\_

**Submit to the Second Floor of the Murphy Building to the box labelled with MGMT101 and your Tutor's Name.**



*School of Management*  
**MGMT 101**

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

Assessment affected: <i>e.g. Assignment</i>		
Student ID:  _____	Name <i>as it appears in your enrolment</i>  _____	Tutorial No: _____
		Tutor's Name: _____
		Tutorial Day and Time: _____
Contact Details:	Phone: _____	
	Email: _____	

*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: \_\_\_\_\_

**COURSE SCHEDULE**

<b>Week</b>	<b>Dates</b>	<b>Lecturer</b>	<b>Chapter</b>	<b>Topics</b>	<b>Discipline</b>	<b>Tutorial topics</b>	<b>Tutorial activity</b>
1	3 Mar	S Meanger	N/A	MGMT 101: Introduction	N/A	<b>NONE</b>	No tutorial
		S Meanger	2	Management Learning Past to Present	MGMT		
2	10 Mar	S Meanger	1	The Study of Organisational Behaviour	OB	<b>Tut one (1)</b>	Tut. introductions and expectations. Discussion of theoretical frameworks.
		S Meanger	13	Communication	OB		
3	17 Mar	S Meanger	12	Working in teams	OB	<b>Tut two (2) OB</b>	Tutorial: Communication/Teams
		S Meanger	12 & 15	Leadership	OB		
4	24 Mar	S Meanger	14	Motivation & rewards	HRIR	<b>Tut three (3) OB</b>	Tutorial: Leadership
		S Blumenfeld	11	Human Resource Management and Industrial Relations	HRIR		
5	31 Mar	S Blumenfeld	11	Human Resource Management and Industrial Relations	HRIR	<b>Tut four (4) HRIR</b>	Tutorial: Motivation/HR
		S Blumenfeld	11	HRIR overview & pathways	HRIR		
6	7 Apr	U Daellenbach	6 & 7	Information & decision making	DM	<b>Tut five (5) HRIR</b>	Tutorial: HRIR
		U Daellenbach	8, 9 & 10	Strategic Management Processes	STRAT		
7	14 Apr	U Daellenbach	8, 9 & 10	Corporate/Business/Functional Level Strategies	STRAT	<b>Tut six (6) DM/STRAT</b>	<b>Assignment due, THIS WEEK</b> 2pm Monday 14 April 2014  Tutorial: Decision Making Strategy Management Process
		U Daellenbach	8, 9 & 10	Organisational and Environmental Fit	STRAT		
<b>Mid-trimester break</b>							
8	5 May	U Daellenbach	8, 9 & 10	Strategy Implementation	STRAT	<b>Tut seven (7) STRAT</b>	Tutorial: Strategic Management/ Competitive Advantage
		Ernst & Young	1	Management Consultancy	MGMT		
9	12 May	M Love	3	Introduction to Maori Business	MBUS	<b>NONE</b>	No tutorial
		M Love	3	Contribution of Maori to NZ Economy	MBUS		
10	19 May	M Love	3	Commercialisation of culture	MBUS	<b>Tut eight (8) MBUS</b>	Tutorial: Māori Business <b>Assignment due, THIS WEEK</b> 2pm Monday 19 May 2014
		M Love	3	Maori Business Case Studies	MBUS		
11	26 May	S Meanger	5	Ethics and Social Responsibility	MGMT	<b>Tut nine (9) ETHICS, CULT., GLOBAL</b>	Tutorial: Ethics, Cultural and Global Management
		S Meanger	3	Cross Cultural management	MGMT		
12	2 Jun	S Meanger	4	Globalisation challenges	MGMT	<b>Tut ten (10) REVISION</b>	Exam preparation
		S Meanger	N/A	Course Review & Exam preparation	MGMT		