

School of Management

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

Trimester 1, 2014

**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)

**UNDERGRADUATE PROGRAMME MANAGER**

**Garry Tansley**

Room: EA105 (Monday & Wednesday)

Room: RH915 – (Tues, Thursday & Friday)

Phone: 463 6968

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

**ADMINISTRATOR**

**Misa Ito**

Room: RH1022

10<sup>th</sup> floor reception

Phone: 463 5397

Email: [misa.ito@vuw.ac.nz](mailto:misa.ito@vuw.ac.nz)

**Trimester Dates**

Teaching Period: Monday 3 March – Friday 6 June

Study Period: Monday 9 June – Thursday 12 June

Examination Period: Friday 13 June – Wednesday 2 July (inclusive)

**Withdrawal from Course**

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

Mondays	9:30-11:20	RH LT2	Lectures
Mondays	8:30-9:20	RH LT3	Tutorial 1
Mondays	11:30-12:20	RH LT3	Tutorial 2
Mondays	12:40-1:30	RH LT3	Tutorial 3

### **Course delivery**

Innovation is the process of making new ideas happen. It requires the capability to lead for innovation and change, foster creativity, influence stakeholders, and ensure the venture is sustainable. It needs an understanding, critical thinking and problem solving skills in managing innovation within the context of diverse world views, and organisations. This course aims to develop these capabilities.

MGMT 317 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 sustainable 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 360 universities in 76 countries. Participants are formed into global teams of eight with members from diverse countries who communicate via the web. At 01:00 GMT (2pm New Zealand time) on March 26 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 needs of youth and/or children.*** 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 leadership 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 UNCTAD, 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 March 12 and following your enrolment upload your personal bio to Dropbox by March 15. Failure to enrol or upload your bio on time will mean you will not be allocated a global team to lead, and so will not be able to continue with this course. Note that the journal and business concept proposal must be handed in if it is April 16 anywhere in the world which translates to before 11pm April 17 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 internet cafes, the Baha'is in Iran are at risk of imprisonment for studying and communicating with foreigners (one Iranian Baha'i participant in the GEE is currently serving a five year prison term charged with these “offences”), and others participate as volunteers during their exam period.

The course consists of one two-hour lecture per week, and seven tutorials during the semester. Lectures will start in week one of the course and tutorials in week two of the course. There is an expectation that students will attend all lectures and tutorials offered, as well as the prize giving ceremony at parliament in May.

### **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.

### **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.

### **Prescription**

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.

### **Course Learning Objectives**

Our graduates will:

1. demonstrate application of critical and creative thinking skills to practical and theoretical aspects of organisational change and innovation
2. be effective and influential 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.

<b>CLO</b>	<b>By the end of this course, students should be able to:</b>	<b>Associated MAs</b>	<b>Associated BCA LGs</b>	<b>Addressed via:</b>
1	Manage a process to generate creative ideas	MA1, MA2, MA3, MA5	LG1a,b,c,d LG2b LG4c	Lectures, tutorials, assignment, GEE leadership, GEE business concept proposal
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 business proposal
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 business proposal, 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

<b>Wk</b>	<b>Date</b>	<b>Lect Tut</b>	<b>Topic</b>	<b>Case Studies</b>	<b>Due Date</b>
	Mon 3 Mar	Lect	Intro to MGMT 317 Intro to the Global Enterprise Experience Writing to influence – the launch letter	Riviera	
2	Mon 10 Mar	Lect	Social entrepreneurship, financing and profitability Creativity and GEE concept development	Howard Wright	Launch letter hand in
	Mon 10 Mar	Tut	Leadership for creativity	MACPAC	
3	Mon 17 Mar	Lect	Purpose, visualisation, and leading a shared vision	Beca	Creativity hand in
	Mon 17 Mar	Tut	Communicating via the internet	Natureshop Online	
4	Mon 24 Mar	Lect	Developing a business concept proposal	GEE concept proposals on Blackboard	Journal hand in – 1 <sup>st</sup> five sessions
	Mon 24 Mar	Tut	Writing to influence – business proposal	No-Tillage	
	Wed 26 Mar		<b>GEE Begins at 2pm</b>		
5	Mon 31 Mar	Lect	Language of leadership	Living Nature	

Wk	Date	Lect Tut	Topic	Case Studies	Due Date
	Mon 31 Mar	Tut	GEE tutorial		
6	Mon 7 Apr	Lect	Team building and managing conflict	Orca	
	Mon 7 Apr	Tut	GEE tutorial		
7	Mon 14 Apr	Lect	Decision making – IQ, EQ and SQ Language of optimism	Furnware	GEE Team Report, and GEE Leadership Journal email in
	Mon 14 Apr	Tut	GEE tutorial		
	Wed 16 Apr		<b>GEE finishes</b> 16 Apr anywhere in the world equates to 11pm Thurs 17 Apr NZ time		
	Fri 18 Apr – Sun 2 May		MID-TRIMESTER BREAK		
8	Mon 5 May	Lect	Captains of industry, captains of sport	Obo RPS Switchgear	
9	Mon 12 May	Lect	New Zealand led innovation	42 Below Icebreaker Fisher and Paykel	
10	Mon 19 May	Lect	Organisational innovation and change	Glidepath Methven Pacific Aerospace	
11	Mon 26 May	Lect	The innovation process Adoption and diffusion	Whale Watch Switzer Seperex	
	Mon 26 May	Tut	Entrepreneurial qualities GEE debrief and exam review	ASR Annie's Marlborough	
12	Mon 2 Jun		QUEENS BIRTHDAY		Jun 9, 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.



## Penalties

Late assignments are to be handed in at **Level 10 Reception, RH 1022 (Kelburn tbc)**, 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 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). **Closed University days, Saturdays, Sundays and public holidays** will be included when counting the number of days late. An assignment late day begins from the time the assignment is due. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements (tbc)**.
- (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 **Course Coordinator**, providing documentary evidence of the reasons of their circumstances.
- (iv) 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 **Course Coordinator** 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 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.

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.

### **Examination**

The exam is worth 40% of the marks available for this course. The exam will be open book and will be 2 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 13 June – Wednesday 2 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.

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**

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

### **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)

### **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)

### **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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# MGMT 317 – GEE CREATIVITY MARKSHEET

Mark /8

Student name

Student ID

Creativity technique one effectively used to generate creative ideas  
Effective | \_\_\_\_\_ | Ineffective

Creativity technique two effectively used to generate creative ideas  
Effective | \_\_\_\_\_ | Ineffective

Creativity technique three effectively used to generate creative ideas  
Effective | \_\_\_\_\_ | Ineffective

Number of creative ideas or project ideas  
60 | \_\_\_\_\_ | 0

Several good project ideas that are self-sustaining / potentially profitable  
Many | \_\_\_\_\_ | Not at all

Three well written project ideas  
Well done | \_\_\_\_\_ | Poorly done

Three project ideas that are creative and intriguing  
Clearly | \_\_\_\_\_ | Not clearly

**CONCLUSION - "Overall the capability to use creativity techniques to generate a diverse range of creative ideas for a profitable product or service that addresses the needs of children and/or youth has been demonstrated"**

Excellent | \_\_\_\_\_ | Poor

**GENERAL COMMENTS:**

# MGMT 317 – LAUNCH LETTER MARKSHEET

**Student**

**Mark**

**/8**

Starts the process of building a strong, cohesive team

Effectively

|\_\_\_\_\_|

Ineffectively

Establishes a direction for how the team will operate

Effectively

|\_\_\_\_\_|

Ineffectively

Has a call for a specific, readily manageable action

Absolutely

|\_\_\_\_\_|

Not at all

Establishes you as the team leader

Absolutely

|\_\_\_\_\_|

Not at all

Well written

Highly

|\_\_\_\_\_|

Not at all

Inspirational and energising

Highly

|\_\_\_\_\_|

Not at all

**CONCLUSION:**

**“Overall demonstrates leadership in fostering effective participation in your global team”**

Excellent

|\_\_\_\_\_|

Poor

**GENERAL COMMENTS:**

# MGMT 317 – JOURNAL MARKSHEET

**Student**

**Mark**

/

Mindmap showing mental linkages for each session

Outstanding | \_\_\_\_\_ | Poor or absent

Two interesting additional research items with insightful comments

Outstanding | \_\_\_\_\_ | Poor or absent

Insightful application of learning to GEE or leading innovation

Outstanding | \_\_\_\_\_ | Poor or absent

Evidence of understanding innovation

Absolutely | \_\_\_\_\_ | Not at all

Holds reader's attention

Highly | \_\_\_\_\_ | Not at all

**CONCLUSION:**

**“Overall demonstrates understanding and insight of aspects of innovation”**

Outstanding | \_\_\_\_\_ | Poor

**GENERAL COMMENTS:**

**GLOBAL ENTERPRISE EXPERIENCE  
EVIDENCE OF BEING A GLOBAL BUSINESS LEADER**

*The evidence below is used to assess your mark for MGMT 317 global leadership and to determine the Highly Commended and Champion Global Leader Award winners for the GEE*

**STUDENT NAME:** \_\_\_\_\_ **MARK:** \_\_\_\_\_ /10

You were a fully engaged leader of your team with timely responses  
Impressive \_\_\_\_\_ | Poor

Your communication was clear, well written and influential  
Impressive \_\_\_\_\_ | Poor

Your bio and launch letter have the content and style to stimulate team performance  
Impressive \_\_\_\_\_ | Poor or missing

You effectively led a creativity process for your team  
Impressive \_\_\_\_\_ | Poor or missing

You were an effective leader helping all team colleagues to fully contribute  
Impressive \_\_\_\_\_ | Poor

You were an effective leader in building a team culture  
Impressive \_\_\_\_\_ | Poor

The business concept proposal was produced to a high standard on time  
Impressive \_\_\_\_\_ | Poor or missing

Your journal demonstrates insights into the experience and your learning  
Impressive \_\_\_\_\_ | Poor or missing

You demonstrated good skills in using distance communication technology/ies  
Impressive \_\_\_\_\_ | Poor or missing

You effectively managed issues in your team  
Impressive \_\_\_\_\_ | Poor or missing

Team members in their journals commented favourably on your leadership  
Impressive \_\_\_\_\_ | Poor or missing

You were a supportive and insightful colleague in class discussions  
Impressive \_\_\_\_\_ | Poor or missing

**OVERALL “How well did you demonstrate that you are a global business leader?”**

**Impressive** \_\_\_\_\_ | **Poor**

**COMMENTS:**

## Report Marksheet

**Write a six-page business concept proposal for a profitable product or service that addresses the needs of children and/or youth**

Team	Project Name	
Criteria	Sub-criteria	Mark/20
<b>Concept</b>	Addresses the topic challenge Self sustaining - does not rely on sponsorship, aid or new subsidy Innovative - could be new idea or new to area or target audience Feasible Well conceived One project, not many projects	
<b>Market</b>	Clear target market - not too large or too many markets Understands market - especially if any ground research has been done Marketing strategy - precise, aimed at target market and affordable Feasible	
<b>Finance and economics</b>	Clear economics Capital not shown as income Logical financing source with a return on investment for financier Potentially profitable Income feasible, do-able, and entered in the year it is likely to occur	
<b>Making it happen</b>	Plausible and clear process for making it happen May consider organisation structure, legal structure, personnel etc Respect and consideration for working effectively with local cultures	
<b>Presentation</b>	Executive summary that catches attention and covers all key points Well written Well presented Every sentence adds to the story About six pages of text excluding cover page, TOC and references	
<b>TOTAL</b>		<b>%</b>