



School of Management

MGMT101 INTRODUCTION TO MANAGEMENT

Trimester 2, 2014

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Sashi Meanger

Room: RH919, Rutherford House

Phone: 463-6942

Email: Sashi.Meanger@vuw.ac.nz

UNDERGRADUATE PROGRAMME MANAGER

Garry Tansley

Room: EA105

Phone: 463-6968

Email: Garry.Tansley@vuw.ac.nz

ADMINISTRATOR

Misa Ito

Room: RH1022, Rutherford House

Phone: 463-5397

Email: Misa.Ito@vuw.ac.nz

Trimester Dates

Teaching Period: Monday 14th July – Friday 17th October

Study Period: Monday 20th October – Thursday 23rd October

Examination Period: Friday 24th October – Saturday 15th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 25th July 2014.
2. The standard last date for withdrawal from this course is Friday 26th 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:	10048	Monday & Wednesday	8.00 – 8.50am	New Kirk KKLT303
	10049	Monday & Wednesday	10.00 – 10.50am	McLaurin MCLT103
	16019	Monday & Wednesday	13.10 – 14.00pm	McLaurin MCLT103

Tutorials: Please see Blackboard or contact the Undergraduate Programme Manager (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 50 minute 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, 2nd 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 12pm Monday 18 Aug 2014
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 12pm Monday 22 September 2014
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 20 October – 16 November 2014 (inclusive)
	TOTAL	100%	

Assignments

The assignments are set in the context of the **Les Mills New Zealand (Les Mills)**, case study. Les Mills is a New Zealand owned fitness chain whose stated purpose is to improve the lives of New Zealanders.

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 **Les Mills** case.

All referenced material must be appropriately cited. Please see Annex A for the marking guidelines for both assignments. 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, and single sides of a page.

The assignments are due in your tutor's drop box, north end Level 2 Murphy building, at

12pm Monday 18 August 2014 for Assignment One, and 12pm Monday 22 September 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 12pm Monday 18 August 2014

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

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

Assignment Two: Due 12pm Monday 22 September 2014

Describe the Strategic Management process. In strategically planning his next move, what does Phillip Mills need to consider in establishing Les Mills' competitive advantage?

Further details on the assignments will be posted on Blackboard.

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 Undergraduate Programme Manager garry.tansley@vuw.ac.nz.

Late assignments

Late assignments are to be handed to Garry Tansley, Undergraduate Programme Manager Commerce Office in EA105. Late assignments that do not have the time and date and signed by the Undergraduate Programme Manager will incur late penalties from the time the Undergraduate Programme Manager receives it. Assignments slid under the door of the 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**.

Assignment One handed in after 12pm on Monday 25 August 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.

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 to Garry Tansley, Undergraduate Programme Manager in EA105 - 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 24th October – Saturday 15th November (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

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

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.

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

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, 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

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

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 One marking rubric

Grade:

	#1 Exemplary	#2 Satisfactory	#3 Not Satisfactory
<p>#A Summary of key points:</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 Application of theory:</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>#C Critical & creative thinking:</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># D Structure and style:</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>#E Clarity and conciseness:</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>#F Technical writing skills:</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.

Mark:	/20
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MGMT 101 Assignment Two marking rubric

Grade:

	#1 Exemplary	#2 Satisfactory	#3 Not Satisfactory
#A Strategic Mgmt: Process described; Alternate choices discussed; Competitive advantage.	Strategic process described. All areas fully covered with appropriate discussion and conclusion and appropriate recommendations; competitive advantage analysed.	Strategic process described. Most areas fully covered with discussion, conclusion and recommendations; competitive advantage discussed.	Strategic process not well described. Only some areas covered and not fully with conclusions and recommendations. Lacking competitive advantage discussion
#B Application of theory: Linking appropriate Strategic Management and competitive advantage theories to the case.	Comprehensive application of strategic management and competitive advantage theory; Swot analysis, Peste, Porter, and/or Drucker applied.	Limited application of strategic management theory.	Very little understanding of strategic management theory demonstrated.
#C Critical & creative thinking: Multiple perspectives in theory application.	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.
# D Structure and style: Document, paragraph and sentence structure, flow and layout, appropriate to audience.	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.
#E Clarity and conciseness: Addresses the task succinctly with appropriate complexity.	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.
#F Technical writing skills: Spelling, capitalisation, punctuation, grammar, general proofreading and referencing.	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.

Mark: /20

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.

	#1 Exemplary	#2 Satisfactory	#3 Not Satisfactory
Preparation & understanding of discussion topics	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
Conceptual & creative ability	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
Critical ability and insight	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
Contribution to the learning of others	Provides thought leadership and contributes to the learning environment	Focuses on convincing others	Shows little or no consideration for group learning
Extent of participation	Participates fully in all tutorials	Inconsistent participation in tutorials	Limited or no participation in tutorials

Mark /10



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.

Clearly state why you believe each of these sections should be re-examined:

Note: "I think it is worth more," is insufficient.

Signature: _____ Date: _____

COURSE SCHEDULE

Week	Dates	Lecturer	Chapter	Topics	Discipline	Tutorial topics	Tutorial activity
1	14 Jul	S Meanger	N/A	MGMT 101: Introduction	N/A	NONE	No tutorial
	16 Jul	S Meanger	2	Management Learning Past to Present	MGMT		
2	21 Jul	S Meanger	1	The Study of Organisational Behaviour	OB	Tut one (1)	Tut. introductions and expectations. Discussion of theoretical frameworks.
	23 Jul	S Meanger	13	Communication	OB		
3	28 Jul	S Meanger	12	Working in teams	OB	Tut two (2) OB	Tutorial: Communication/Teams
	30 Jul	S Meanger	12 & 15	Leadership	OB		
4	4 Aug	S Meanger	14	Motivation & rewards	HRIR	Tut three (3) OB	Tutorial: Leadership/Motivation
	6 Aug	S Blumenfeld	11	Human Resource Management and Industrial Relations	HRIR		
5	11 Aug	S Blumenfeld	11	Human Resource Management and Industrial Relations	HRIR	Tut four (4) HRIR	Tutorial: Motivation/HRM
	13 Aug	S Blumenfeld	11	HRIR overview & pathways	HRIR		
6	18 Aug	S Cummings	8, 9 & 10	Strategic Management Overview	STRAT	NONE	Assignment due, THIS WEEK 12pm Monday 18 August 2014 No Tutorial
	20 Aug	S Cummings	8, 9 & 10	Organisational and Environmental Fit	STRAT		
Mid-trimester break							
7	8 Sep	S Cummings	8, 9 & 10	Corporate/Business/Functional Level Strategies	STRAT	Tut five (5) STRAT	Tutorial: Strategy/Decision Making
	10 Sep	S Cummings	8, 9 & 10	Strategy Implementation	STRAT		
8	15 Sep	S Cummings	6 & 7	Information & decision making	DM	Tut six (6) DM/STRAT	Tutorial: Strategic Management
	17 Sep	Ernst & Young	1	Management Consultancy	MGMT		
9	22 Sep	A Mead	3	Introduction to Maori Business	MBUS	Tut seven (7) MBUS	Tutorial: Māori Business Assignment due, THIS WEEK 12pm Monday 22 September 2014
	24 Sep	A Mead	3	Contribution of Maori to NZ Economy	MBUS		
10	29 Sep	A Mead	3	Commercialisation of culture	MBUS	Tut eight (8)	Tutorial: Ethics and Social Responsibility/
	1 Oct	S Meanger	3	Ethics and Social Responsibility	MGMT		
11	6 Oct	S Meanger	5	Environment and Diversity	MGMT	Tut nine (9) CULT., GLOBAL	Tutorial: Cultural and Global Management
	8 Oct	S Meanger	3	Cross Cultural Management	MGMT		
12	13 Oct	S Meanger	4	Globalisation challenges	MGMT	Tut ten (10) REVISION	Exam preparation
	15 Oct	S Meanger	N/A	Course Review & Exam preparation	MGMT		