

School of Management

MGMT 317
ORGANISATIONAL INNOVATION AND CHANGE

Trimester 1, 2015

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Deb Gilbertson (Course Coordinator, Lecturer and Tutor)

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UNDERGRADUATE PROGRAMME MANAGER

Garry Tansley

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ADMINISTRATOR

Misa Ito

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Trimester Dates

Teaching Period: Monday 2 March – Friday 5 June

Study Period: Monday 8 June – Thursday 11 June

Examination Period: Friday 12 June – Wednesday 1 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 13 March 2015.
2. The standard last date for withdrawal from this course is Friday 15 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 or [online](#).

Class Times and Room Numbers

Mondays 3:40 - 5:30 RH LT2 Lectures

Mondays	2:40 - 3:30	RWW413	Tutorial 1
Mondays	5:40 - 6:30	GBG05	Tutorial 2
Tuesdays	2:40 - 3:30	GBG03	Tutorial 3
Tuesdays	3:40 - 4:30	RHMZ04	Tutorial 4
Tuesdays	4:40 - 5:30	GBG34	Tutorial 5
Tuesdays	5:40 - 6:30	GBG02	Tutorial 6

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) is a worldwide contest run by the Victoria Business School. To date it has had participants from 420 universities in 82 countries. Participants are formed into global teams of eight with members from diverse countries who communicate via the web. At 01:00 GMT (1pm New Zealand time) on April 22 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 the vulnerable in society*. 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).

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, the Global Leader Award, Global Citizenship 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 in June 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 by April 1 and following your enrolment upload your personal bio to Dropbox by April 11. 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 May 13 anywhere in the world which translates to before 11pm May 14 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"), the Nepalis face 14 hours per day of power cuts, 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 June. Students who enrol in the Monday tutorial time will be affected by Anzac Day holiday on Monday 17 April so will need to attend a tutorial later in the week. Suitable times and rooms will be offered in consultation with the students affected. This is a critical week during the first week of the Global Enterprise Experience, and shared learning from colleagues has been proven to be a significant factor in achieving excellent leadership and team performance.

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 20 hours per week during the three weeks of the Global Enterprise Experience leading the team, approximately four hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 12 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.

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

Wk	Date	Lect Tut	Topic	Case Studies	Due Date
1	Mon 2 Mar	Lect	Intro to MGMT 317 Intro to the Global Enterprise Experience Writing to influence – the launch letter	Riviera	
2	Mon 9 Mar	Lect	Social entrepreneurship, financing and profitability Creativity and GEE concept development	Howard Wright	Launch letter hand in
		Tut	Leadership for creativity	MACPAC	
3	Mon 16 Mar	Lect	Purpose, visualisation, and leading a shared vision	Beca	Creativity hand in
		Tut	Managing a team via the internet	Natureshop Online	
4	Mon 23 Mar	Lect	Developing a business concept proposal	GEE concept proposals on Blackboard	

Wk	Date	Lect Tut	Topic	Case Studies	Due Date
		Tut	Writing to influence – business proposal	No-Tillage	
5	Mon 30 Mar	Lect	Economic evaluation	Living Nature	Journal hand in – 1 st seven sessions
		Tut	Intellectual property protection		
	Fri 3 Apr – Sun 19 Apr		EASTER BREAK		
6	Mon 20 Apr	Lect	Language of optimism Decision making – IQ, EQ and SQ	Furnware	
		Tut	Decision making mindtools	Glidepath	
	Weds 22 Apr		GEE Launch 1pm NZ Time		
7	Mon 27 Apr		ANZAC DAY HOLIDAY		
		Tut	GEE tutorial		
8	Mon 4 May	Lect	Team building and managing conflict	Orca Pacific Aerospace	
			GEE tutorial		
9	Mon 11 May	Lect	The innovation process Adoption and diffusion	Whale Watch Switzer Seperex	
			GEE Tutorial		
	Wed 13 May		GEE finishes 13 May anywhere in the world equates to 11pm Thurs 14 May NZ time		GEE Team Report, and GEE Leadership Journal email in
10	Mon 18 May	Lect	Captains of industry, captains of sport	Obo RPS Switchgear	
11	Mon 25 May	Lect	New Zealand led innovation GEE debrief and exam review	42 Below Icebreaker Fisher and Paykel	
12	Mon 1 Jun		QUEEN'S BIRTHDAY		Jun 9, journal hand in, 2 nd 11 sessions

Readings

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

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

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

Materials and Equipment

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

Assessment

Activity	Length	%	Due	Submit by	Learning objectives
GEE Team Launch Letter - Demonstrate leadership in fostering effective participation in the GEE	As appropriate	8	Mar 9 3:30pm	Email	1,2
GEE Creative Ideas - apply three creativity techniques, approximately 1 page each - demonstrate creative thinking, volume of ideas, creativity of ideas, and generation of ideas of merit for the GEE - expand three ideas with merit into a paragraph each suitable for sharing with your GEE team	4 pages	8	Mar 16 3:30pm	Hand in*	1
Journal entry for each session to include: - Mindmap for each session, showing your personal linkage of concepts, 1 page - Presentation of two additional research items which extend what was taught in class, and excite the reader with rich learning; ½ page - Your personal insights and either your application of the learning to the GEE, or what it takes to lead successful innovation; ½ page	2 pages for each session, 18 sessions, 36 pages in total	7	Mar 30 3:30pm 1 st seven sessions	Hand in*	1,2,3,4,5
		11	Jun 9, 3:30pm 2 nd 11 sessions		
GEE Business Concept Proposal	6 pages	16	May 13**	Email	1,2,3,4
GEE Individual Leadership - One page GEE journal	1 page	10	May 13**	Email	2,3,4
Exam	2 hours	40			4,5

*Hand in at the start of class. Late assignments can be scanned and emailed or handed in to the 10th floor Rutherford House reception.

**This assignment is due if it is May 13 anywhere in the world, i.e. before 11pm on May 14, NZ time.

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, where the A+ range will be 90-100% and 50-54% will be a C-.

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 12 June – Wednesday 1 July 2015.

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

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 Lateness

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 10% 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**.
- (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.
- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Course Coordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.

- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

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. Occasionally there is a significant shift in the mark or grade. Application for remarks must be made within 14 days after the assignments or marks are made available.

To apply for a remark, complete the request for re-examination of assessed work form (refer course coordinator) stating which sections (criteria listed in the mark sheet) you wish re-examined. You must provide academic reasons on why you think the mark does not, in your view, fairly reflect the quality of your work. Your assignment will only be reconsidered on the points you raised. Complete remarks will not be undertaken. 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.

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

Link to General Information

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

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 the vulnerable in society

Team	Project Name	
Criteria	Sub-criteria	Mark/20
Concept	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	
Market	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	
Finance and economics	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	
Making it happen	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	
Presentation	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	
TOTAL		%