



School of Management

MGMT101 INTRODUCTION TO MANAGEMENT

Trimester 2, 2015

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 13th July – Friday 16th October

Study Period: Monday 19th October – Thursday 22nd October

Examination Period: Friday 23rd October – Saturday 14th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 24th July 2015.
2. The standard last date for withdrawal from this course is Friday 25th September 2015. 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

Lectures:

| | | | |
|-------|--------------------|-------------------|---------|
| 16019 | Tuesday and Friday | 11.00am – 11.50am | MCLT103 |
| 10048 | Tuesday and Friday | 1.10pm – 2.00pm | KKLT303 |
| 10049 | Tuesday and Friday | 5.10pm – 6.00pm | KKLT303 |

Tutorials: Please see Blackboard or contact the Undergraduate Programme Manager (Email is preferable).

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 ten 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.

Prescription

This introductory course in management offers a broad perspective on modern management in the business, public and voluntary sectors, and examines key issues likely to face managers in the near future.

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, Culture and Globalisation); | 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, tutorials and exam |

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.

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, J., Davidson, P., Poole, D., Woods, P., Simon, A., McBarron, E. (2014).
Management: Foundations and Applications 2nd Asia-Pacific Edition. Australia: John Wiley & Sons Australia Ltd.

The textbook is available at VicBooks.

Materials and Equipment

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

Assessments

The Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

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 10am Tuesday 18 August 2015 |
| 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 10am Friday 25 September 2015 |
| 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 Friday 23 rd October – Saturday 14 th November (Inclusive) |
| | TOTAL | 100% | |

Assignments

The assignments are set in the context of the **The Criterion Group** case study.

Criterion makes and sells a broad line of ready-to-assemble furniture products for office and home use.

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 Criterion Group** case study.

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:

10am Tuesday 18 August 2015 for Assignment One, and **10am Friday 25 September 2015** 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 10am Tuesday 18 August 2015

Apply the relevant Management theories from the following disciplines to the Michael Hill Jeweller case study.

- Globalisation
- Communication
- Working in teams
- Leadership
- Motivation and rewards

Assignment Two: Due 10am Friday 25 September 2015

Strategic Management is about winning, through understanding opportunities and threats emerging in the environment, an organisation's strengths and weaknesses and effectively positioning the organisation for competitive advantage in changing times. Human Resource Management is the process of attracting, developing and maintaining a quality workforce to support the organisation's mission, objectives and strategies.

As it looks ahead, Criterion is focussing on strategic issues as the basis for its future success. How might the Smaill brothers use frameworks in the human resources and strategic management processes in planning for Criterion's future success and what do they need to consider in establishing their 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; 'MyAllocator. You should already have been notified by email about your sign-up to a tutorial. Go to the signup website at: <https://student-sa.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 not been able 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

- (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 (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.
- (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 Coordinator** 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. 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 (Annex D) 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:

- Kelburn Campus to room EA105. Please slide it under the door if the door is closed.

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 23rd October – Saturday 14th 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.

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 |
|--------------|------------|

MGMT 101 Assignment Two marking rubric

Grade:

| | #1 Exemplary | #2 Satisfactory | #3 Not Satisfactory |
|---|--|---|---|
| #A HR/Strategic Mgmt: Process described; Alternate choices discussed; Competitive advantage described and discussed. | HR and Strategic processes described. All areas fully covered with appropriate discussion and conclusion and appropriate recommendations; competitive advantage analysed. | HR and Strategic processes described. Most areas fully covered with discussion, conclusion and recommendations; competitive advantage discussed. | HR and 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 HR/Strategic Management and competitive advantage theories to the case. | Comprehensive application of HR and strategic management theory; Swot analysis, Peste, Porter, and/or Drucker applied. | Limited application of HR and strategic management theory. | Very little understanding of HR and 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 Tri Two 2015

| Week | Dates | Lecturer | Chapter | Topics | Tutorial topics | Tutorial activity |
|----------------------------|--------|--------------|---------|--|-----------------|--|
| 1 | 14 Jul | S Meanger | N/A | MGMT 101: Introduction | | No tutorial |
| | 17 Jul | S Meanger | 2 | Historical Foundations of Management | | |
| 2 | 21 Jul | S Meanger | 1 | The Contemporary Workplace | Tut one (1) | Tutorial: Introductions and expectations. Discussion of theoretical frameworks. |
| | 24 Jul | S Meanger | 3 | Environment and Diversity | | |
| 3 | 28 Mar | S Meanger | 4 | International Dimensions of Management | Tut two (2) | Tutorial: Global Management |
| | 31 Jul | S Meanger | 13 | Communication and Interpersonal Skills | | |
| 4 | 4 Aug | S Meanger | 12 | Managing Groups and Teams | Tut three (3) | Tutorial: Communication/Teams |
| | 7 Aug | S Meanger | 12 | Leadership | | |
| 5 | 11 Aug | S Meanger | N/A | Research and Presentation Projects | Tut four (4) | Tutorial: Leadership |
| | 14 Aug | S Meanger | 14 | Motivation and Rewards | | |
| 6 | 18 Aug | S. Meanger | 11 | Human Resource Management | Tut five (5) | Assignment due 10am Tuesday 18 August 2015 Tutorial: Motivation/HR |
| | 21 Aug | S. Meanger | 11 | Human Resource Management (cont.) | | |
| Mid Trimester Break | | | | | | |
| 7 | 8 Sep | S. Cummings | 7 - 10 | Strategic Management | Tut six (6) | Tutorial: Strategic Management |
| | 11 Sep | S. Cummings | 7 - 10 | Strategic Management (cont.) | | |
| 8 | 15 Sep | S. Cummings | 7 - 10 | Strategic Management (cont.) | Tut seven (7) | Tutorial: Strategic Management |
| | 18 Sep | S. Cummings | 7 - 10 | Strategic Management (cont.) | | |
| 9 | 22 Sep | S. Cummings | 7 - 10 | Strategic Management (cont.) | | Assignment due 10am Friday 25 September 2015 No tutorial |
| | 25 Sep | S Meanger/EY | N/A | Management Consultancy | | |
| 10 | 29 Sep | S. Meanger | 3 - 4 | Cultural Management | Tut eight (8) | Tutorial: Ethics and Social Responsibility/ |
| | 2 Oct | S. Meanger | N/A | Maori Business | | |
| 11 | 6 Oct | S. Meanger | 3 - 4 | Ethics and Social Responsibility | Tut nine (9) | Tutorial: Change Management |
| | 9 Oct | S Meanger | 15 | Managing Organisational Change | | |
| 12 | 13 Oct | S Meanger | 15 | Career Management | Tut ten (10) | Tutorial: Exam Preparation |
| | 16 Oct | S Meanger | N/A | Exam Preparation & Revision | | |
| Exam Study Break | | | | | | |