

School of Management

MGMT 318 ORGANISATIONAL ANALYSIS AND DESIGN

Trimester 2, 2015

COURSE OUTLINE

Names and Contact Details

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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*' form 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: Tuesdays 13:40 - 15:30, Government Buildings GBLT2

Tutorials: 7 x 50 min tutorial session over course (see course schedule for dates).

Prescription

A macro-level perspective on organisational behaviour focusing primarily on issues such as organisational structure and design, organisational culture and power. This course adopts a multi-perspective, multi-paradigm approach to understanding and managing organisations in the private, public and voluntary sectors.

Course Content

MGMT 318 aims to provide an advanced examination of selected issues in organisational analysis and organisation theory. The course largely operates at the macro level with an emphasis on organisations as a whole and the practical application of organisation theory. It builds upon the individual and social aspects of organisational behaviour covered in MGMT 202.

Today, organisation theory is in a state of flux. Traditional modern scientific and mechanistic approaches to organisation are increasingly being questioned, and alternative approaches have gathered support. There is no longer one accepted 'best' way to analyse, design or intervene in organisations. The field is now characterised by much debate among proponents of a diverse range of perspectives. The course aims to engage students in these debates.

Course Learning Objectives

MGMT 318 has four learning objectives. By the end of the course, students should be able to:

- a. **Understand** and **critically analyse** the complexity of organisational systems and their impact upon organisational members drawing on a range of organisational theories (Tutorials, Assignment 1 & Exam).
- b. **Explain** the role of metaphor in organisational analysis and design and identify strengths and limitations of specific metaphors for reading an organisation. (Tutorials & Exam)
- c. **Propose** a broad range of actions that may be taken in response to organisational situations and challenges (Tutorials, Assignment 1 & Exam).
- d. Provide **coherent and convincing** arguments relating to applied organisational analysis and effectively **communicate** these views to others orally and in writing (Tutorials, Assignment 1 & Exam).

Course Delivery

The course is delivered through lectures and tutorials. Students are expected to attend and participate in these sessions. Participation in the tutorial is assessed (see Assessment for more information).

Expected Workload

Students can expect to spend 150 hours working on this course including class contact time plus additional time outside class. This equates to approximately 10 hours per week for each of the 12 teaching weeks plus approximately 30 hours for assignment and exam preparation.

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.

Readings

The *required* textbook is: Morgan, G. (2006). *Images of organization*. Sage.
Other required readings will be made available on blackboard.

Lecture Schedule 2015

Wk	Date	Lecture topic	Assessment (Tutorials run Tues-Mon of following week)*
1	Jul 14	Course introduction: Metaphors and organisational analysis Reading: Chpt. 1, Morgan (2006)	
2	Jul 21	Organisations as machines Reading: Chpt. 2	Tutorial 1: Using metaphor to analyse organisations. Skills for tutorial participation.
3	Jul 28	Organizations as organisms - beyond structure Readings: Chpt. 3	Tutorial 2: Comparing metaphors: Machine and organisms
4	Aug 4	Organisations as cultures Reading: Chpt. 5	Tutorial 3: Organisations as Brains. Heritage NZ and developing questions.
5	Aug 11**	Organisations as brains - the learning organisation. Reading: Chpt. 4. Guest speaker: Bruce Chapman, Chief Executive, Heritage New Zealand	
6	Aug 18	Organisations as psychic prisons Reading: Chpt. 7	Tutorial 4: Exploring the Psychic prison metaphor
Mid-term break: Monday 24th August - Sunday 6 September			
7	Sept 8	Organisations as political systems Reading: Chpt. 6	Tutorial 5: Is democracy and happiness at work a feasible goal? Boost New Media and developing questions. Assignment 1: Due 7 September, 3pm.
8	Sept 15	Organisations as instruments of domination Reading: Chpt. 9 Guest speaker: Kirsten Donaldson, General Manager, Boost New Media	
9	Sept 22	Organisations as flux and transformation Reading: Chpt 8	Tutorial 6: Transformation and change. SFWU case and developing questions.
10	Sept 29**	Case analysis Guest speaker: John Ryall, National Secretary, SFWU	
11	Oct 6	Organisations as gendered structures, processes and cultures Reading: Acker (1999) (link on blackboard & supplied)	Tutorial 7: Gender and Organisation
12	Oct 13	Reading organisations: Course sum up and examination tips Reading: Chpt. 11, Morgan (2006) & Morgan (2011, link on blackboard)	
Examination Period: Friday 23 rd October – Saturday 14 th November (inclusive)			

* More detail about the topics and required preparation for each tutorial is included in Appendix 1.

** It is essential that you attend these guest lectures because they will cover case material specifically required for assessment. If you are unable to attend these lectures for some reason please see the course coordinator BEFORE they run.

Assessment

The Assessment Handbook will apply to all VUW courses: see

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

Assignment	Title	Weight	Date
1	Assignment 1: Case Analysis Essay	30%	Wednesday, 7 September, 3pm.
2	Tutorial Participation	10%	7 tutorials as scheduled
3	Final Examination	60%	Friday 23 rd October – Saturday 14 th November (inclusive)
	TOTAL	100%	

1. Individual Assignment – Case Analysis Essay

Marks: 30%

Date: 7 September, 3pm

Length: 2000-2500 words

Full details provided on blackboard

Assignment 1 must be submitted in digital and hardcopy form. Both versions must include an Assignment Cover Sheet (see Appendix 2 and word version available on blackboard) stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

- a. E-copies must be submitted to via Blackboard by the due date and time.
- b. The completed hardcopy assignments should be placed, in the **MGMT 318 Assignment Box (No. 17)** on the Mezzanine floor of Rutherford House by the due time on the due date.

Students must keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim that your work was submitted in the rare cases where your work goes astray.

2. Tutorial preparation and participation

Marks: 10%

Participation in tutorials is crucial to the learning process on this course and it is important that you come to each tutorial well prepared. Tutorials also provide students with the opportunity to develop communication skills that are a vital part of everyday working life.

You will be awarded a preparation and participation mark, not an attendance mark. More specifically the tutor will be looking at the following:

- a. Whether you have done the required preparation for the tutorial.
- b. Your active engagement in small group work exercises and larger discussions including: active listening, thinking and sharing of your own ideas in creative and insightful ways.
- c. Whether you take turns with your small group peers to lead the group, take notes and convey information about your discussions back to the larger tutorial group.

Each week the quality of your preparation and participation as above will be recorded using a 3 point scale ranging from 'no preparation/low participation' (Low or 'L'), ('limited preparation/moderate participation (Moderate or 'M') to 'Full preparation and high quality participation' (High or 'H'). These ratings will be recorded in the sign-off book so that you can see how you are going through the

course however they are indicative only and your final tutorial mark will be holistic assessment that reflects your preparation and participation across all of the tutorials.

There are seven tutorials during the course. The first tutorial is in Week 2 and will focus in-part on ensuring you have the skills to fully participate in all subsequent tutorials.

Full details about the topics of the tutorials and required preparation are available in Appendix 1 and on blackboard.

3. Examination

The examination is worth 60% of the total marks available for this course. It will be 3-hour examination. Short essay style answers are expected and you will need to draw on different theories/metaphors and case material covered in the course including the guest speaker talks. All weekly topics covered during the course are examinable.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period as indicated on the previous page.

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 that 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.
- (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 **Undergraduate Programme Manager**, 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 **Undergraduate Programme Manager** 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 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.

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50 or better, students must do the following in order to demonstrate their learning of the course learning objectives:

- a. Achieve at least 40 percent for Assignment 1
- b. Obtain at least 40 per cent of the final examination marks available (i.e. 24 marks out of 60).

Any student who is concerned that they have been (or might be) unable to meet any of the MCRs because of exceptional personal circumstances, should contact the course coordinator as soon as possible.

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

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and course materials.

Student feedback

Student feedback on University courses may be found at:
www.cad.vuw.ac.nz/feedback/feedback_display.php

This year the assessment has been redesigned to provide students with more experience in applying the organisational theory they are learning to 'real world' organisations in New Zealand. Feedback on this development including the associated guest speaker programme would be very welcome.

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.

APPENDIX 1

MGMT 318: Tutorial Guide 2015

TUTORIAL	PREPARATION
<p>Tutorial 1 (Week 2-3): Metaphors and organisational analysis</p> <p>Objective: To understand the concept of metaphor and creatively apply metaphorical thinking to known organisations</p>	<p>Please select an organisation with which you are familiar. Prepare 1-2 pages of notes about your selected organisation which provides the following:</p> <ul style="list-style-type: none"> • A general description of the organisation – purpose/function & objectives, key stakeholders. • Develop a ‘metaphor’ for this organisation that in your opinion explains ‘how it works’. You may use a drawing if that helps. <p>Be prepared to explain this metaphor in small group discussions in your tutorial group.</p>
<p>Tutorial 2 (Week 3-4): Comparing metaphors</p> <p>Objective: To consider what the comparison of metaphors provides for organisational analysis</p>	<p>Come to this tutorial with your 1-2 pages of notes analysing the university based on the following:</p> <ol style="list-style-type: none"> 1) Your own and peers’ experience of the university 2) Information about the university from the website (www.vuw.ac.nz) in regard to its mission, culture, structure, establishment and anything else that seems relevant 3) Who the different stakeholders of the university are (try to identify as many as you can). 4) How the machine and organism metaphors might apply to the university case.
<p>Tutorial 3 (Week 4-5): Organisations as Brains</p> <p>Objective: Explore the Brain metaphor for organisations and prepare for guest speaker in week 5.</p>	<p>Come to this tutorial with your 1-2 pages of notes analysing the Heritage NZ website (http://www.heritage.org.nz/) and other online information in relation to the following:</p> <ol style="list-style-type: none"> 1) Its function, mission, and structure, and establishment 2) Who the different stakeholders of Heritage NZ are or might be (try to identify as many as you can). 3) What information is not available in the public digital profile of the organisation?
<p>Tutorial 4 (Week 6-7) Organisations as Psychic Prisons</p> <p>Objective: Explore and understand the Psychic prison metaphor</p>	<p>Read the Morgan Chapter 7 closely and take 1-2 pages of notes on the following questions:</p> <ol style="list-style-type: none"> 1) In your own words describe to what the concept of the ‘psychic prison’ refers. 2) What does Plato’s Allegory of the Cave teach us? 3) Describe one or more examples of modern organisational life that demonstrate the concept of the ‘psychic prison’ 4) What value does the ‘Psychic Prison’ metaphor hold for our ability to understand and create effective organisations?
<p>Tutorial 5 (Week 7-8)</p>	<p>Review the website for Boost New Media http://www.boost.co.nz/, and the following media reports on the company:</p>

<p>Is democracy and happiness at work a feasible goal?</p>	<ol style="list-style-type: none"> 1. http://www.stuff.co.nz/business/better-business/69309995/Wellington-based-Boost-New-Media-wins-international-workplace-award 2. http://www.stuff.co.nz/dominion-post/business/job-market/8559657/Coaching-with-the-Agile-ethos 3. http://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=11204677 <p>Please also read the blog post of Boost’s CEO Nathan Donaldson on Organisational democracy (http://www.nathandonaldson.com/the-case-for-organisational-democracy/).</p> <p>Other information about Boost’s approach is available on ‘The Board’ section of the website in particular in the following clip they discuss Happiness at work https://www.youtube.com/watch?v=MprwWHN-vkE</p> <p>Come prepared with 1-2 pages of notes about how Boost could be analysed from the perspective of political systems.</p>
<p>Tutorial 6 (week 9-10): Case research preparation/ review</p> <p>Objective: Prepare strategies for final research case of Service and Food Workers’ Union</p>	<p>Come to this tutorial with your own notes analysing the case organisation Service and Food Workers Union (SFWU)</p> <ol style="list-style-type: none"> 1) Information about SFWU from the website (http://www.sfwu.org/) and other online material (media etc) in regard to its mission, culture, membership structure, establishment, main projects and anything else that seems relevant 2) Who the different stakeholders of Service and Food Workers’ Union are (try to identify as many as you can). 3) Potential challenges that Service and Food Workers’ Union might be currently facing. 4) What sorts of information is not available in the public digital profile of the organisation?
<p>Tutorial 7 (Week 8-9): Gender and Organisation</p> <p>Objective: To explore the kinds of insights that can be generated through viewing organisations as gendered structures, processes and cultures</p>	<p>Come to this tutorial prepared with 1-2 pages of notes based on the weekly reading by Acker and on the ‘NZ Women’s Census 2012’ report published by the Human Rights Commission (Both are posted on blackboard in the Weekly topic folder).</p> <p>You will be asked to summarise the readings in class including:</p> <ol style="list-style-type: none"> 1) What is Acker’s chapter about? 2) What are the main arguments of Acker’s chapter? 3) What evidence in the NZ Women’s census would back up Acker’s claims? 4) What value does viewing organisations as gendered offer for organisations and scholars?



School of Management

MGMT 318

Individual Assignment Cover Sheet

Name: _____ Student ID: _____

Tutor's Name: _____

Tutorial Number: _____

Tutorial Day: _____

Tutorial Time: _____

Word Count: _____

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*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____