

School of Management

## **MGMT 320 CURRENT ISSUES IN MANAGEMENT**

Trimester 2, 2015

### **COURSE OUTLINE**

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#### **Names and Contact Details**

##### **COURSE COORDINATOR**

###### **Dr Paul McDonald**

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Phone: 463 5506

Email: paul.mcdonald@vuw.ac.nz

Website: [www.victoria.ac.nz/som](http://www.victoria.ac.nz/som)

##### **ADMINISTRATOR**

###### **Misa Ito**

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##### **UNDERGRADUATE PROGRAMME MANAGER**

###### **Garry Tansley**

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#### **Trimester Dates**

Teaching Period: Monday 13<sup>th</sup> July – Friday 16<sup>th</sup> October

Study Period: Monday 19<sup>th</sup> October – Thursday 22<sup>nd</sup> October

Examination Period: Friday 23<sup>rd</sup> October – Saturday 14<sup>th</sup> November (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 24<sup>th</sup> July 2015.
2. The standard last date for withdrawal from this course is Friday 25<sup>th</sup> 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:           Thursdays:       09:00 to 10:50 (HMLT 205 – Hugh Mackenzie – Kelburn Campus)

Workshops\*:      Thursdays:       11:00 to 11:50 (HMLT 205 – Hugh Mackenzie – Kelburn Campus)

(\* - This course comprises seven workshop sessions instead of tutorials.)

## **Course Delivery**

Course delivery will comprise: an introductory lecture, followed by seven lectures on current management issues (Virtualisation, Open-Sourcing, Decline of Hierarchy, Rise of Gen Y values, Gender Inequality, Globalisation and Business Sustainability). The course will culminate (two lectures) with class presentations (plus pilot presentations – one lecture) using digital media (YouTube) by student groups who have identified their own current issue of concern and importance to New Zealand and the world, including an attempt to influence how we (the viewers) think about and perceive the issue. The final lecture will review key concepts from the course.

There are no tutorials for this course. Course delivery will involve lectures, case studies, workshops and class presentations over each assigned Thursday teaching slot. See the lecture and workshop schedules for further detail.

## **Group Work**

There is group work as part of this course. It is anticipated that this work will involve one study group meeting each week of 1–2 hours duration. Complete details as to assessment criteria for group work follow under ‘Assessment Requirements’.

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**

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

## **Prescription**

An exploration of new and emerging areas of interest and concern to managers and organisations, drawing upon previous MGMT courses.

## **Course Learning Objectives**

On successful completion of the course, students should be able to:

- Interpret current and emergent issues within the field of management;
- Apply theoretical frameworks to analyse corporate exemplars (case studies) of current management practices; and
- Critically evaluate management and its future within the context of information-age organisations.

The assessment for this course comprises: two written hand-in assignments (individual), a group presentation to the class (group) and a final examination (individual). Each piece of assessment involves a combination of the objectives outlined above.

## **Course Content**

This course provides an exploration of current and emerging areas of interest to future managers and their organisations. It will draw upon and integrate across previous management courses. The structure of this course is designed to enable students, who will become our managers in the future, to address the competitive dynamics of a post-industrial world with attention to resultant managerial implications from a strategic perspective. The course will explore current management issues, including: virtual work, open-sourcing work practices, decline of organisational hierarchy, rise of

‘Gen Y’ values, gender inequality, globalisation and business sustainability. In the last part of the course, students will have the opportunity to present their own views as to current and emergent issues in management. The goal of this course is not to be convergent; rather, it will create a forum for informed debate as to the current nature of management and its future.

### Readings

There is no required textbook for the course. The course will rely on materials from a variety of sources, including practitioner and academic journals (all journal readings will be available on Blackboard).

### Assessment

The Assessment Handbook will apply to all VUW courses: see

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

Item	Title	Weight	Date
1	Individual Opinion Piece “If I could change one thing about business and organisations ...”.	15%	Friday, 21 August Hard Copy to Box 28 RH, Mezzanine before 3 pm
2	Individual Case Study Write Up Identification and discussion of an emergent management issue.	20%	Friday, 18 September Hard Copy to Box 28 RH, Mezzanine before 3 pm
3	Group Project Presentation Creation of a YouTube video clip in order to influence viewer perceptions of an emergent management issue of importance.	15%	Video Clip (3-5 minutes) must be posted and publicly accessible on YouTube before Thursday, 1 October (Weeks 10 and 11)
4	Final Examination	50%	23 October – 14 November
	<b>TOTAL</b>	<b>100%</b>	

#### **1. Individual Opinion Piece – Essay Assignment**

Due: Friday, 21 August – Hard Copy to Box 28, RH, Mezzanine Level, before 3 pm.

**Marks:**

**15%**

The purpose of this essay assignment is to get you to think about the world of business, organisations and management and identify a key strategic issue that needs to change in order to make things “better”. The word “better” can be defined on your own terms, for example: better as in fairer, better as in more efficient, better as in more effective, better as in more sustainable, better as in more innovative, etc.

To focus your essay you need to consider the following statement:

*“If I could change one thing about the world of business and organisations, it would be ....”*

Please complete and use this statement to start as the first sentence in your essay.

Try to pick an issue that is important to yourself and society (i.e., strategic) and something that you feel passionate about, something that has aroused your emotions when interacting with the world of business. For sake of example, but not limited to:

- I would change boring jobs.
- I would change gender inequality in the workplace.
- I would change bullying in the workplace.
- I would change having to work 40 hours a week.
- I would change poor service. Etc. Etc. Etc.

Use your own personal experience either as a worker in an organisation or a consumer in the marketplace. The scope of your issue can be NZ-based or global. While you can research and explore your issue online, you are not to download and use other people's arguments and ideas (even with proper referencing). You are to write in the first person and to use your own life experience. In other words, this is not an external-looking research and analysis piece; rather it is an internal-looking personal opinion piece.

In terms of structuring your essay – think in terms of about 1500 words – and think in terms of a structure as follows:

- Define the issue that concerns you, including personal context and experience.
- Explain why it is an important issue to address, from both personal and societal viewpoints.
- Discuss practical, common-sense ways and means by which this issue might be addressed.
- Conclude with the likelihood, in your opinion, that this issue will be addressed in the future, including barriers (technological, political, social and/or cultural) which might preclude a solution.

There will be four criteria used in the marking of this essay:

1. The strategic level of your chosen issue and your ability to describe it.
2. Your ability to create a compelling personal rationale for why the issue is important.
3. The novelty, creativity and practicality of your ideas as to how the issue might be addressed.
4. The overall flow of the essay from start to finish, including grammar and sentence construction.

## **2. Individual Written Case Study – A Current Management Issue of Importance**

Due: Friday, 18 September – Hard Copy to Box 28, RH, Mezzanine Level, before 3 pm. **Marks: 20%**

Each student is invited to conduct a web-search and identify an organisation that exhibits either best practice or worst practice on a current management issue. This can be either within the New Zealand context or within the global context. For example, Tepco's (Tokyo Electric Power Company) recent management practices with respect to the Fukushima nuclear disaster would be indicative. It is expected that students will research and uncover a current management issue of relevance beyond those already introduced in the course curriculum (i.e. you cannot build on company examples already introduced to the class – but you can choose a company under one of the main topic headings – e.g. virtualisation – or under a heading which has not been addressed in the course). Each student should write up the example of the emerging issue and its manifest organisation in the style of a short case study. The case study should include a title page (see Annex A), 12 Times New Roman font, 1.5 line spacing, page numbers and normal margins. It is expected that the case study will be in the order of 2500 words, well-structured with a coherent flow.

The structure of the case study is open to your interpretation and the nature of the organisation under review; however, it is recommended that the structure of your case report includes:

- a short executive summary,
- a description of the current issue,
- a chronology of events leading up the current issue, including the actions of key leadership figures within the organisation,
- the managerial implications of the issue for the company and for society at large,
- the lessons learned from exploration of the issue and its organisational exemplar, and
- concluding comments.

Part of the assessment for this assignment will focus on the degree to which the student has developed his or her organisational example into an interesting case story; one that dramatizes the emerging issue as a real-life corporate story. Therefore, students should move beyond the static reporting of facts in their written presentation and create a coherent, integrated presentation of the issue, underlying events, key figures and management implications.

**3. Study Group Presentation – Creation of a 3-5 minute YouTube video clip capable of influencing viewer perception of a current/emergent managerial issue. Marks: 15%**

**Due – to be posted and publicly accessible on YouTube before Thursday, 1 October.**

Each student group (please indicate group membership of 5-6 students via email by week 3) is invited to search for and explore a current management issue of mutual interest that is emergent and important. While these issues may be related to the seven mainstream course issues, they should be novel and should not repeat course material. Your group needs to pick a management issue that has direct relevance to New Zealand or the world. For example, how we manage our water resources? Or, how we manage pay equity across gender? Or, how we manage diversity in the workplace? These serve as examples, but not constraints. You can see what was done in past years by going on YouTube and searching under “MGMT320”. Use these past examples to inspire your creativity, but don’t copy them nor repeat their themes and messages. The judging panel will be looking for novelty and impact in your presentation.

The purpose of your YouTube video clip will be to ‘influence’ public perception (especially the judging panel which will consist of external consultants) on an issue of managerial significance. For example, suppose your group agrees that the ‘flow of young graduates from New Zealand to Australia’ is an issue and that young graduates should be influenced to stay in New Zealand and contribute to its economy, then it is expected that your YouTube video clip will address this issue and will influence those who watch it to stay in New Zealand and contribute to the New Zealand economy. Each group will be required to show its 3-5 minute YouTube clip to the class (via download from YouTube) to include (but not limited to) the following topics:

- Definition of the current issue.
- Presentation of why it is important?
- Influence to change viewer perception on the issue.
- Managerial implications of the issue – how will it affect how we manage?
- Concluding comments.

Your YouTube presentation will be followed by a 3-5 minute question and answer period during which members from the class and consultants from the Wellington business community will pose questions about what they have just viewed.

Please note that the structure and flow of your video clip will be open to your own creative imagination. You are not bound by the above structure, which is simply a guideline. You will be assessed on four criteria, as follows:

1. The professionalism of your video clip (sound quality, editing, acting, presentation, etc.)
2. The flow of your video clip (clear flow, good development of key ideas)
3. The influential impact of your clip (its potential to influence public opinion on the chosen issue).
4. The group’s capability to respond comprehensively and intelligently to questions raised by the viewing audience.

It is hoped that you will decide to leave your YouTube video presentation in public domain to influence others beyond the MGMT 320 audience. At a minimum, your YouTube video presentation needs to be publically accessible until the end of the second trimester examination period – Saturday, 14 November.

**5. Final Examination**

**Marks: 50%**

The examination is worth 50% of the total marks available for this course. It will be an open-book, 3-hour, case study examination. Further details as to examination format and expectations will be

provided in class. You will be required to conduct analysis of the case study using themes and frameworks developed in the course.

### **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.
- (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.
- (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 **Undergraduate Programme Manager** 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 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.

### **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 23<sup>th</sup> October – Saturday 14<sup>th</sup> November (inclusive)

### **Mandatory Course Requirements**

None

If you cannot complete an assignment or sit a test or examination, refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

### **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

### **Communication of Additional Information**

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 materials.

### **Student feedback**

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

**Link to general information**

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

**Note to Students**

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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**Lecture Schedule – MGMT 320 – 2015 – in HMLT205 – starting at 09:00 - Thursdays**

Week	Date	Topic
1	16 July	- Course Introduction Introduction and Course Outline
2	23 July	- Current Issue One: Virtual Work
3	30 July	- Current Issue Two: Open-Source Work Practices
4	6 August	Current Issue Three: Decline of Organisational Hierarchy
5	13 August*	- Current Issue Four: Rise of Gen Y Values
6	20 August*	- Current Issue Five: Gender Inequality
<b>22 August to 6 September: Mid-Trimester Break</b>		
7	10 September*	- Current Issue Six: Globalization
8	17 September*	- Pilot Presentation of Study Group Ideas for YouTube Presentations
9	24 September*	- Current Issue Seven: Business Sustainability
10	1 October*	- Group YouTube Presentations followed by Q&A (09:00 to 11:50 – with short breaks)
11	8 October*	- Group YouTube Presentations followed by Q&A (09:00 am to 11:50 – with short breaks)
12	15 October	- Course Review and Final Examination Preparation

\* - Denotes class sessions that include workshops (11:00 to 11:50)

**Workshop Schedule – MGMT 320 – 2015 – in HMLT205 – starting at 11:00 - Thursdays**

Week	Date	Topic
1	13 August	- Case Study Workshop
2	20 August	- Class Debate – Gender Equity plus Panel Discussion (Continuation of Lecture – 11:00 to 11:50)
<b>22 August to 6 September: Mid-Trimester Break</b>		
3	10 September	- Case Study Workshop
4	17 September	- Pilot Presentation of Study Group Ideas for YouTube Presentation (Continuation from Lecture – 11:00 to 11:50)
5	24 September	- Case Study Workshop
6	1 October	- Group YouTube Presentations followed by Q&A (Continuation from Lecture – 11:00 to 11:50)
7	8 October	- Group YouTube Presentations followed by Q&A (Continuation from Lecture – 11:00 to 11:50)



## School of Management

### MGMT 320 Individual Assignment Cover Sheet

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

Assignment: (circle one)

1. Opinion Piece (10%) – due Friday 22 August
2. Individual Case Study Write Up (20%) – due Friday 19 September

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*)

**Please attach a copy of the note authorising your extension.**

Date extension applied for: \_\_\_\_\_

Extension granted until: \_\_\_\_\_

Extension granted by: \_\_\_\_\_