

School of Management

MGMT 317

ORGANISATIONAL INNOVATION AND CHANGE

Trimester 1, 2016

COURSE OUTLINE

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, assignment, tuts, 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

Week	Class	Date	Lect/ Tut	Topic	Case Studies	Due Date
1	1	Thurs 3 Mar	Lect	Intro to MGMT 317 Writing to influence – the launch letter	Riviera	
2	2	Thurs 10 Mar	Lect	Social entrepreneurship, financing and profitability Creativity and GEE concept development	Howard Wright	Launch letter email in
	3	Thurs 10 – Mon 14	Tut	Leadership for creativity	MACPAC	
3	4	Thurs 17 Mar	Lect	Developing a business concept proposal	GEE proposals on Blackboard	Creativity hand in
	5	Thurs 17 – Mon 21	Tut	Managing a team via the internet	Natureshop Online	
		Thurs 24-Wed 30 Mar		EASTER BREAK		
4		Thurs 31 Mar		GEE BEGINS		
	6	Thurs 31 Mar	Lect	Purpose, visualisation, and leading a shared vision	Beca	Journal hand in classes 1 to 5
	7	Thurs 31 – Mon 4	Tut	Writing to influence – business proposal	No-Tillage	
5	8	Thurs 7 Apr	Lect	Economic evaluation	Living Nature	
	9	Thurs 7 – Mon 11	Tut	GEE Review		
6	10	Thurs 14 Apr	Lect	Team building and managing conflict	Orca Pacific Aerospace	
	11	Thurs 14 – Mon 18	Tut	GEE Review		
7	12	Thurs 21 Apr	Lect	Decision making – IQ, EQ and SQ Language of optimism	Furnware	
				GEE FINISHES 21 Apr anywhere in the world equates to 11pm Thurs 22 Apr NZ time		GEE Team Report & GEE Journal email in
		Sat 23 Apr – Sun 1 May		MID-TRIMESTER BREAK		
8	13	Thurs 5 May	Lect	The innovation process Decision making – IQ, EQ and SQ	Whale Watch Switzer Seperex	
9	14	Thurs 12 May	Lect	Intellectual property protection Adoption and diffusion	Glidepath Methven	
10	15	Thurs 19 May	Lect	Entrepreneurship, intrapreneurship, and signature strengths	Obo RPS Switchgear	
11	16	Thurs 26 May	Lect	New product development	42 Below Icebreaker Fisher and Paykel	
12	17	Thurs 2 Jun	Lect	Business strategy GEE debrief and exam review	Pacific Aerospace	Jun 9, journal hand in, classes 6 to 17

Trimester Dates

Teaching Period: Monday 29 February – Friday 3 June

Study Period: Monday 6 June – Thursday 9 June

Examination Period: Friday 10 June – Wednesday 29 June (inclusive)

Withdrawal from Course

1. If you withdraw from the course, please also email the course coordinator, Deb Gilbertson (deb@windeaters.co.nz) so that you can also be removed from leading a Global Enterprise Experience team.
2. Your fees will be refunded if you withdraw from this course on or before Friday 11 March 2016.
3. The standard last date for withdrawal from this course is Friday 13 May 2016. 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](#)

Names and Contact Details

COURSE COORDINATOR

Deb Gilbertson (Course Coordinator, Lecturer and Tutor)

Room: No office on campus

Phone: 04 589 5011

Email: deb@windeaters.co.nz

UNDERGRADUATE PROGRAMME MANAGER

Garry Tansley

Room: RH1031

Phone: 463 6968

Email: Garry.Tansley@vuw.ac.nz

ADMINISTRATOR

Misa Ito

Room: RH1022

Phone: 463 5397

Email: Misa.Ito@vuw.ac.nz

Class Times and Room Numbers

Thursday	12:40 – 2:30	RH LT2	Lectures
Thursday	2:40 – 3:30	RWW125	Tutorial 1
Thursday	3:40 – 4:30	RWW125	Tutorial 2
Thursday	4:40 – 5:30	GBG05	Tutorial 3
Friday	2:40 – 3:30	GBG07	Tutorial 4
Friday	3:40 – 4:30	GBG05	Tutorial 5
Monday	9:30 – 10:20	RWW312	Tutorial 6
Monday	10:30 – 11:20	RWW125	Tutorial 7

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 hosted by the Victoria Business School. To date it has had participants from 430 universities in 85 countries. Participants are formed into global teams of eight with members from diverse countries who communicate via the web. At 02:00 GMT (3pm New Zealand time) on March 31 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 fosters social cohesion.*** 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 Director of the Global Enterprise Experience Manager who is also the course coordinator for MGMT 317, 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 March 17 and following your enrolment email your personal bio to deb@windeaters.co.nz by March 20. 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 April 21 anywhere in the world which translates to before 11pm April 22 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 has so far served 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 five 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.

Readings

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 journal assessment you are required to undertake research for every topic covered.

Mandatory Course Requirements

In addition to achieving an overall pass mark of at least 50%, students must submit the Global Enterprise Experience report, and it must be on time. This is to ensure that global team members are not let down by their MGMT 317 leader.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator for advice 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

Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 29 hours of classes, an intensive 20 hours per week during the three weeks of the Global Enterprise Experience leading your team, approximately five hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 16 hours revising during the mid-trimester break and study week.

Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. **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.

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 10 12:40pm	Email	1,2

GEE Creative Ideas <ul style="list-style-type: none"> - 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	9	Mar 17 12:40pm	Hand in*	1
Journal entry for each class: <ul style="list-style-type: none"> - Mindmap 1 page for each class, showing your personal linkage of concepts. It is recommended that you hand draw the mindmap within 24 hours of the class for ease, speed and creativity. It is assessed on completeness and linkages. It is not assessed on being attractive. - Insights and additional learning 1 page. This must include two additional, intriguing research items which extend what was shared in class. It must also include your personal insights on the topic and these additional research items. And it must also include either your application of the learning to the GEE, or what it takes to lead successful innovation. This aspect of the journal is assessed on your ability to intrigue readers with your insight and learning. It needs to be typed. 	2 pages for each class, 17 classes, 34 pages in total	5	Mar 31 12:40pm Classes 1 - 5	Hand in*	1,2,3,4,5
		12	Jun 9, Classes 6 - 17		
GEE Business Concept Proposal	6 pages	16	April 21**	Email	1,2,3,4
GEE Individual Leadership Journal	1 page	10	April 21**	Email	2,3,4
Exam – open book	2 hours	40			4,5

*Hand in at the start of class or email it (or a Dropbox link) to deb@windeaters.co.nz. If emailed the assignment must be scanned into no more than two documents. For late assignments it is preferable to scan and email it. However if you are not able to scan it such that the journal is in no more than two documents then you may hand it in to the 10th floor Rutherford House reception during regular office hours with an email to deb@windeaters.co.nz to state that it is at reception.

**This assignment is due if it is April 21 anywhere in the world, i.e. before 11pm on April 22, NZ time.

The Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

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 period from Friday 10 June – Wednesday 29 June 2016.

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 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 **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

Application for remarks must be made within 14 days after the assignments or marks are made available.

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.

To apply for a remark, complete the request for re-examination of assessed work form (Annex B) 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.

Materials and Equipment

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

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.

Student Feedback

The last time there was a course evaluation the overall score was 1.1 (on a scale from 1.0 being perfect and 5.0 being very poor). There is considerable feedback in the journals for the Global Enterprise Experience, and in the journals covering lectures and tutorials. Comments are generally very favourable, noting the benefits of experiential learning, and observing that skills in creativity, innovation, influencing and leadership have been advanced. Students note that the workload is very demanding during the Global Enterprise Experience, but accept this as an essential part of the course and personal learning. Constructive feedback on ways to improve the course and lectures is deeply appreciated, and acted on.

There is always frustration with team members lost in cyberspace, lacking creativity, or freeriding. While this reflects the reality of life, it is also possible to minimise these issues. There are usually about 1200 enrolments from 60 countries in the Global Enterprise Experience, of whom about 250 are eliminated before they start for not providing a bio. This year, I have aimed to attract higher numbers of enrolments, but also higher numbers of students eliminated before the contest begins through setting tougher minimum standards for the bio, and requiring preparatory thinking about the contest topic.

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

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 on MGMT 317 is communicated to students via Blackboard. Information on the Global Enterprise Experience is communicated via the email/s used when enrolling for the contest.

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 /9

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 the disadvantaged in society 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 this is an intriguing journal demonstrating your insight and learning"

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 fosters social cohesion

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		%