

School of Management

MGMT318 ORGANISATIONAL ANALYSIS AND DESIGN

Trimester 2, 2016

COURSE OUTLINE

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 Learning Objectives

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

1. Understand and critically analyse the complexity of organisational systems and their impact upon organisational members drawing on a range of organisational theories.
This will be assessed in tutorial participation, Assignment 1, Assignment 2 and the final exam.
2. Explain the role of metaphor in organisational analysis and design, and identify strengths and limitations of specific metaphors for reading an organisation.
This will be assessed in tutorial participation and the final exam.
3. Propose a broad range of actions that may be taken in response to organisational situations and challenges.
This will be assessed in tutorial participation, Assignment 1, Assignment 2 and the final exam.
4. Provide coherent and convincing arguments relating to applied organisational analysis and effectively **communicate** these views to others orally and in writing.
This will be assessed in tutorial participation, Assignment 1, Assignment 2 and the final exam.

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.

Trimester Dates

Teaching Period: Monday 11th July – Friday 14th October

Study Period: Monday 17th October – Thursday 20th October

Examination Period: Friday 21st October – Saturday 12th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 22nd July 2016.
2. The standard last date for withdrawal from this course is Friday 23rd September 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 Co-ordinator

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Class Times and Room Numbers

Lecture Room: Government Buildings GBLT1

Day: Mondays

Time: 10.30 am to 12.20 pm

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

Course Delivery

The course is delivered through lectures and tutorials (see Annex A). Students are expected to attend and participate in these sessions. Attendance at tutorials is part of the mandatory course requirements and tutorial participation is assessed (see Assessment and Annex B).

Readings

The *required* textbook is: Morgan, G. (2006). *Images of Organization*. Sage.

Other readings will be made available through Blackboard.

Mandatory course requirements

In addition to obtaining an overall course mark of at least 50%, students must:

- a. Attend a minimum of 5 out of the 7 tutorial sessions so that they will have the opportunity to participate in discussion of organisational theory and practice (i.e. only 2 sessions may be missed without documented support). Tutorials are in weeks 3, 4, 5, 7, 8, 10 & 11.
- b. Submit Assignment 1 within the allowable timeframe and participate in one Group Presentation in order to demonstrate the ability to effectively present their analysis both orally and in writing.
- c. Obtain at least 40 per cent of marks available for the final examination in order to demonstrate the achievement of all four course learning objectives independently of any external assistance.

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 includes 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.

Assessment

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

Please read the sections below on *referencing*, *handing in assignments* and *penalties*.

Also please read the information on plagiarism available through the link on p. 6 and the information on the use of *Turnitin*. Note that 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 prior to their submission for assessment.*

	Title	Weight	Date
1	Individual Assignment 1: Case Analysis	30%	Friday 19 August by 10am (RWW L1 Box #28)
2	Group Presentation: Case Analysis	10%	During the lecture on 19 and 26 September
3	Tutorial Participation	10%	Throughout the course (see Annex A and B)
4	Final Examination (2 hours)	50%	On or between 21 October and 12 November
	TOTAL	100%	

1. Individual Assignment 1 – Case Analysis

Due: Friday 19 August by 10am
Marks: 30%
Length: 2000 words

Select an organisation or part of an organisation with which you are familiar. This may be drawn from your experience or from the business/management literature. Using concepts covered in Weeks 1-4:

- analyse the organisation using the metaphorical paradigm of the ‘machine’ metaphor
- analyse the organisation using the metaphorical paradigm of *either* the ‘organism’ *or* the ‘brain’ metaphor
- compare and contrast the insights generated through your application of two different metaphors, and discuss implications arising for the organisation based on your analysis.

In this essay, you will link relevant aspects of the organisation to theory. You are expected to support your analysis with evidence from academic sources (the textbook and *at least* three refereed journal articles). Further details of the individual assignment will be provided in class and will be posted on Blackboard. Assignments will be marked according to assessment criteria expressed in the marking sheet (also posted on Blackboard).

Assignment 1 addresses Course Learning Objectives 1, 3 and 4 (see p. 1).

2. Group Presentation – Case Analysis

Due: Monday 19 September

Marks: 10% group mark for the presentation

Details of the group case analysis presentation will be provided in class and will be posted on Blackboard. The assessment criteria that applies will be expressed in the marking sheet (also posted on Blackboard).

Assignment 2 (Group Presentation) addresses all Course Learning Objectives 1-4 (see p. 1).

3. Tutorial participation (10%)

It is important that you come to tutorials well prepared. Full details about the topics of the tutorials and required preparation will be posted on Blackboard.

Refer to Annex A for details on weeks and topics of tutorials.

Guidelines for tutorial participation are outlined in Annex B.

Assessment of tutorial participation addresses all four Course Learning Objectives for MGMT318.

4. Examination

The examination is closed book and is 2 hours. It is worth 50% of the total marks available for this course. The exam is based on essay questions that will require you to draw on the different theories/metaphors covered in the course. It addresses all four learning objectives for this course. All 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. The final examination for this course will be scheduled at some time during the following period:

Friday 21st October – Saturday 12th November (inclusive).

Referencing

There are many different styles of referencing and the Faculty of Commerce at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site.

Handing in Assignments

Assignments should be placed, in hard copy form, in the **MGMT 318 box no. 28** on the 1st floor of Railway West Wing by the due time on the due date.

All assignments must include an Assignment Cover Sheet (see Annex C) 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.

Students must:

- keep an electronic copy of their work archived in case the original assignment goes missing
- keep the marked hard copy of their assignment after it is returned to them until the grades are finalized at the end of the course

Failure to do so could jeopardise claims to your work and/or its grade in the rare cases where your work goes astray.

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 signature from** 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.
- (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 (available on Blackboard) stating which sections (criteria listed in the mark sheet) you wish to have re-examined. You must provide academic reasons 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 form 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.

Group Work

While there has been 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.** Assignments must be individual submissions.

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

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

Information on course-related matters will be announced in 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.

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

Session Outline

Week		Topic	Tutorial
One:	July 11	Introduction Reading: Chapter 1 (Morgan, 2006)	
Two:	July 18	Organisations as machines Reading: Chapter 2	
Three:	July 25	Organisations as organisms Reading: Chapter 3	Tutorial 1
Four:	August 1	Organisations as brains Reading: Chapter 4	Tutorial 2
Five:	August 8	Organisations as cultures Reading: Chapter 5	Tutorial 3
Six:	August 15	Organisations as political systems Reading: Chapter 6	
	August 19 Friday	Assignment 1 is due by 10 am	
Mid-Trimester Break			
Seven:	September 5	Organisations as psychic prisons Reading: Chapter 7	Tutorial 4
Eight:	September 12	Organisations as flux and transformation Reading: Chapter 8	Tutorial 5
Nine:	September 19 Monday	Assignment 2 Group presentations	
Ten:	September 26 Monday	Assignment 2 Group presentations	
	September 26	Organisations as instruments of domination Reading: Chapter 9	Tutorial 6
Eleven:	October 3	Generating new images for environmental sustainability Reading: Jermier & Forbes, 2016 (Blackboard)	Tutorial 7
Twelve:	October 10	Revision and exam preparation Reading: Chapter 11	

ANNEX B

Tutorial Guidelines

General information

Worth: 10% of final grade
Weeks: 3, 4, 5, 7, 8, 10 & 11

Each tutorial is based on a discussion of assigned questions (e.g., relating to a case or news article) that pertain to the lecture content of that week. The questions and respective reading/s will be posted through Blackboard. You need to attend a minimum of 5 out of the 7 tutorial sessions (only 2 sessions may be missed without documented support).

Goals

The tutorials are designed to address the Course Learning Objectives. Accordingly, in light of the lecture topic and the tutorial questions for that week, students are expected to:

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

Tutorials both support your learning throughout the course and contribute to assessment of your learning (10%). Assessment is gauged through your participation in tutorial discussions (see below).

Preparing for your tutorials

- Attend the lectures and read the respective chapter or journal article.
- Read any assigned case/news article for the tutorial.
- Prepare your answers to the assigned questions.
- Think beyond the questions to see if you have other comments or questions based on the topic covered that week.

Discussing your ideas during the tutorials

- Be prepared (as above).
- Arrive on time; tutorials run to a tight time schedule, so timeliness is crucial.
- Discuss your ideas with the class within the parameters set by the tutor for that session.
- Tutors ensure that each student has the time and opportunity to discuss their ideas in class; if you feel that you require more support in this regard, please discuss this with your tutor.
- Support others in the tutorial by ensuring that you allow them as much time and attention as you would expect for yourself.

Feedback on your performance

Tutors will provide you with mid-term short feedback on your performance. This should affirm your sense of your performance to date or it can serve as a wake-up call that you need to put more effort into your tutorial contribution.

Assessment

The mark you receive for performance in tutorials is a participation mark, not an attendance mark. It will depend on the quality of the contribution to class discussion as it pertains to the Course Learning Objectives. MGMT 318 tutors will assess tutorial participation using the following guide.

<i>Participation</i>	<i>Mark range</i>
No or minimal contribution to class discussion.	0-2
Sporadic contributions to class discussion that make little reference to the course reading or case study.	3-4
Some contributions to class discussion; comments demonstrate general understanding of the case but make little reference to the course readings.	5-6
Consistent contributions which demonstrate very good understanding of the case and that make reference to the course readings. Comments demonstrate good interweaving of theory and practice.	7-8
Consistent contributions which demonstrate excellent understanding of the case and make significant reference to the course readings. Comments demonstrate excellent interweaving of theory and practice.	9-10



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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: _____