

School of Accounting and Commercial Law

MMPA 511 MANAGEMENT

Trimester 3, 2013/4

COURSE OUTLINE

Names and Contact Details	Office	Telephone
<i>Course Coordinator & Lecturer</i> Arun Elias arun.elias@vuw.ac.nz Office hours: By appointment	RH 928	463 5736
<i>Course Administrator</i> Pinky Shah pinky.shah@vuw.ac.nz Office hours: Monday-Friday, 9am-5.30pm	RH 728	463 6921

Trimester Dates

Monday 18 November 2013 – Friday 28 February 2014

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 29 November 2013.
2. The standard last date for withdrawal from this course is 28 January 2014.

After the last date stated in #2, 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.

Class Times and Room Numbers

Tuesdays/Thursdays: 12.40-3.30pm

Venue: GBLT 4 (Government Buildings Lecture Theatre 4), Pipitea Campus
(**Exception:** Lectures 9 and 10 will take place in GBLT3)

Note: Lectures will not take place every week; some weeks will have two lectures and others will have only one lecture. Refer to the Lecture Schedule on page 6 for details.

Course Delivery

The course will consist of lectures and tutorials. There will be tutorials when required during each block of class time, usually the final 50 minutes of allocated class time. Students are expected to attend these tutorials which will be used to work on case studies. See page 6 for lecture schedule.

Group Work

While this 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 individual assignments.

Expected Workload

This course is a 15-point course. One point is equated to 10 hours of work, which means a total of 150 hours is expected for this course, spread over the 12 teaching weeks. This consists of 36 hours of classes, approximately eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments and a further 20 hours revising during the mid-trimester break and study week.

Prescription

Modern management in business, public and voluntary sectors.

Course Learning Objectives

Students who are successful in this course will be able to:

- (a) Identify and explain the basic functions of management (including human resource);
- (b) Describe the key features and significance of group dynamics, communication, and motivation;
- (c) Identify and assess the social, environmental and ethical responsibilities of management;
- (d) Explain the information, problem-solving and decision-making process and apply these techniques to management problems;
- (e) Identify and explain current internal and external forces impinging on managerial and organisational change and the need to respond to these factors.

Course Content

MMPA 511 offers a broad perspective on modern management in the business, public and voluntary sectors, and examines key issues likely to face managers in the near future. The course operates at the macro level with an emphasis of understanding the various schools of management theory, including the assumptions about human nature that underlie these schools.

Readings

The readings for this course are contained in the Course Materials Book, which will be distributed prior to the first lecture.

Assessment

This course consists of two projects, class exercises, class test, and a final test. The first two assignments should be presented as management reports. The details of these assessments are:

Assessment	%	Due Date	Course Learning Objectives Covered
1. Individual Project	15%	10 December 2013 (submit in class)	a, c, e
2. Group Project Presentation Report	20%	Presentations will take place on 11 February 2014 (in class) Submit your group report on 11 February 2013 (submit in class)	b, d
3. Class Exercises	10%	During lectures 1 to 10	b, c
4. Class Test	5%	During lecture 6	d
5. Final Test	50%	Final Test on 20 February 2014	d, e

Assessment Guidelines

You will select an organisation as the host for your MMPA 511 assignments 1 and 2. In this organisation you should concentrate on a project or an actual management system. The criteria for your selection of the organisation should include:

- It should be a real world organisation based in New Zealand
- It should perform an actual process or a project
- You should have access to observe this management system

Assessment 1: Individual Project

Length: Maximum 6 pages double-spaced text, excluding figures, tables and other exhibits.

You will describe a management system of your host organisation in its existing form. In your description you will:

- Present the existing process as a management system,
- Describe and evaluate the strategy involved
- Conduct a stakeholder analysis for the system and
- Develop a process map for the management system that you observed

Assessment 2: Group Project

Length: Maximum 20 pages double-spaced text, excluding figures, tables and other exhibits.

You will select one of your group members' organisations for this assignment. You will analyse and improve the management system you observed, using some of the management tools. In your project you will:

- Understand and improve the description presented by a group member as assignment 1.
- Critically examine the management system, using appropriate management tools discussed in this course.
- Conduct a benchmarking study for the management system.
- Use other appropriate management concepts and tools to improve the management system.
- Provide an individual reflection.

This project consists of two parts. First, the group will give a 20 minute presentation followed by about 10 minutes of discussion on 11 February 2013. You also have to present a management report for this project (due date: 11 February 2013). In this report, each student has to provide an individual reflection (details will be provided later).

Assessment 3: Class Exercises

Class exercises will be conducted during lectures 1 to 10. They will be based on the topics covered in that particular lecture. During the last 50 minutes of the class, students will discuss these exercises (e.g. case studies, numerical exercises) and submit the results before leaving the class. This will be a group assignment.

Assessment 4: Class Test

A class test (closed book) will be conducted during the beginning of lecture 6. The test will be based on the topics covered in lectures 1 to 5. The test will consist of 10 multi-choice questions and is worth 5% of the course marks. This will be an individual assessment.

Assessment 5: Final Test

A two-hour final test (closed book) will be held on Thursday 20 February starting at 12.40pm in GBLT4.

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course coordinator prior to the deadline date.

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:

- submit Assignments 1 and 2 on the due dates, and
- obtain at least 40 per cent of the marks available in the final test.

If you cannot complete an assignment or sit a test or examination, refer to

www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

Class Representative

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

Communication of Additional Information

Additional information concerning this course will be provided in lectures and posted on Blackboard: <http://blackboard.vuw.ac.nz>. Urgent notices will be circulated by email.

Student feedback

Any feedback is considered and followed up on.

Student feedback on University courses may be found at
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.

**MMPA 511 Lecture Schedule
Trimester 3, 2013/4**

Lecture	Topics	Readings/Class Exercise
1 T. 19 Nov (GBLT4)	Course Introduction Introduction to Management	Reading 1 Class Exercise: The Art of Management
2 Th. 21 Nov (GBLT4)	Corporate Strategy Stakeholder Management	Reading 2 Class Exercise: Stakeholder Analysis
3 T. 26 Nov (GBLT4)	Operations Management Process Mapping	Reading 3 Case 1: 100 Yen Sushi
4 Th. 28 Nov (GBLT4)	Quality Management Critical Thinking and Analysis	Reading 4 Class Exercise: Hank Kolb, Director of Quality Assurance
5 T. 10 Dec (GBLT4)	Continuous Improvement Benchmarking	Class Exercise: Benchmarking
6 Th. 12 Dec (GBLT4)	Quantitative Approaches to Management Statistical Quality Control	Reading 5 Class Exercise: Statistical Process Control
7 T. 17 Dec (GBLT4)	Complex Management Problems Problem Structuring	Reading 6 Class Exercise: Problem Structuring
8 Th. 19 Dec (GBLT4)	Systems Approaches to Management Systems Modelling	Reading 7 Class Exercise: Causal Loop Modelling
Mid-Trimester Break (Saturday 21 December 2013 – Sunday 5 January 2013)		
9 T. 4 Feb (GBLT3)	Project Management Participative Management Group Model Building	Readings 8 & 9 Class Exercise: Group Model Building
10 T. 11 Feb (GBLT3)	Group Project Presentations	
11 Th. 13 Feb (GBLT4)	Course Revision Student Evaluations	
12 Th. 20 Feb (GBLT4)	Final Test	