

Victoria Management School

**MGMT 206 SYSTEMS THINKING & DECISION MAKING**

Trimester One 2009

**COURSE OUTLINE**

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**CONTACT DETAILS**

**COURSE COORDINATOR**

**A/Prof Bob Cavana**

Room: RH 904, Rutherford House

Phone: 463 5137

Email: [bob.cavana@vuw.ac.nz](mailto:bob.cavana@vuw.ac.nz)

Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

**LECTURERS**

**Mr Garoon Pongsart**

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**Mr Garry Tansley**

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**ADMINISTRATOR**

**Luisa Acheson**

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**TUTORIAL COORDINATOR**

**Garry Tansley**

Room: RH 915

Phone: 463 6968

Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

**Trimester Dates:** Monday 2<sup>nd</sup> March to Wednesday 1<sup>st</sup> July 2009.

**Class Times and Room Numbers**

Lecture: Tuesday 11:30 – 13:20 (RH LT 1)

Lecture/Workshop: Wednesday: 11:30 – 12:20 (RH LT 1)

Tutorials will occur in Weeks 2 to 11. You are required to attend at least 7 of the 10 tutorials.

**Withdrawal dates:** Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

## **INTRODUCTION**

The course will examine aspects of systems thinking and how they relate to decision making in a managerial context. It will provide an introduction to a range of systems thinking and decision making approaches, and provide an understanding of how everyday situations can be better managed.

The intent has been to design a course which provides an appropriate introduction to the broad field of systems approaches to describing and understanding organisations, organisational settings and problematic situations in organisations. The course will adopt a multiple-perspective approach to the framing and solution of managerial problems, and will provide students with an introduction to a range of relevant concepts and frameworks.

Throughout the course, the emphasis is on taking a managerial view of the situation, and seeking to find solutions to typical decision problems and how they can be approached differently using systems thinking in such a way that organisational performance as a whole is improved.

In particular, the course will challenge students to think critically and systemically about issues that confront managers in the fields of managing change, managing resources, managing projects, and in general, managing in situations where uncertainty unfolds over time.

### **Programme and Course-related Learning Objectives**

Our graduates will:

- demonstrate application of critical and creative thinking skills to practical and theoretical problems
- be effective communicators
- have a global and multicultural perspective
- recognise, support and display leadership
- develop specific knowledge and skills in systems thinking and decision making.

### **Overall Course Objectives**

The course has several objectives, which include:

- understanding the nature of systems, systems thinking and systemic reasoning
- understanding the systemic nature of problems facing managers in organizational settings
- examining the nature of systems approaches
  - to describing and understanding organizations, and organizational and managerial problem situations
  - to managerial problem situation solving and decision making
- understanding the variety of ways in which decisions are and can be made
- improving competence in structuring problems
- exploring ways of approaching a range of typical managerial problems and tasks in different functional areas of management, at strategic and operational levels
- developing an ability to devise robust strategies and make balanced decisions, comprehending the complex interaction of systemic forces acting on organisations

### **Course-related Student Learning Objectives**

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

- Interpret major systems frameworks, concepts and conceptual vocabulary underpinning successful management problem-solving and decision analysis;
- Critically analyse different systems frameworks and use them to examine managerial issues;
- Apply such frameworks to describe and develop an understanding of managerial decision situations, and develop robust solutions;
- Describe the importance of critical analysis, leadership and communication in managerial problem solving and decision making using systems thinking.

The assessment for this course comprises a group systems thinking assignment, a theory of constraints management decision making based assignment, assessment of preparation and participation at tutorials, and a final examination. Each piece of assessment involves a combination of each objective outlined above.

**Expected Workload**

Students can expect the workload to be approximately 10-15 hours per week including both scheduled contact time (lectures, tutorials, workshops) and outside class.

## MGMT 206: Weekly Schedule 2009

Week Dates	Lecturer	Topics	Readings (* = textbook)	Tutorials
W1 3, 4 Mar	BC	<b>Intro to Systems Thinking &amp; Course Overview</b> <ul style="list-style-type: none"> <li>Decision Making Processes</li> <li>Systems Thinking Approaches</li> </ul>	1. Gore, Murray & Richardson (1992) 2. Dearlove (1998) 3. Churchman (1979) * Maani & Cavana (2007), Ch 1 & 2	
W2 10, 11 Mar	BC	<b>Problem Structuring</b> <ul style="list-style-type: none"> <li>Soft Systems &amp; Rich Pictures</li> <li>Stakeholder Analysis</li> </ul>	4. Checkland (1988) 5. Daellenbach (1994) 7. Elias, Cavana & Jackson (2002)	Tutorial 1
W3 17, 18 Mar	BC	<b>Causal Loop Modelling</b> <ul style="list-style-type: none"> <li>Feedback Thinking</li> <li>Group Model Building</li> </ul>	* Maani & Cavana (2007) Ch 3, pp28-39, 52-58, Cases 1 & 3. 6. Cavana, Boyd & Taylor (2007) 9. Sterman (2000)	Tutorial 2
W4 24, 25 Mar	BC	<b>Systems Archetypes</b> <ul style="list-style-type: none"> <li>Fixes that Fail</li> <li>Shifting the Burden</li> <li>Limits to Success</li> </ul>	10. Senge (1990) 9. Sterman (2000) * Maani & Cavana (2007) Ch 3, esp. pp39-51 & Ch 7	Tutorial 3
W5 31 Mar – 1 Apr	GP	<b>Managing Constraints</b> <ul style="list-style-type: none"> <li>Theory of Constraints (TOC) Philosophy</li> <li>“The Goal”</li> <li>Evaporating Clouds (EC)</li> </ul>	13. Dettmer (2007) Ch1 14. Cox, Blackstone & Schleier (2003) Ch2 The Goal (DVD)	Tutorial 4
W6 7, 8 Apr	GP	<b>TOC Thinking Processes</b> <ul style="list-style-type: none"> <li>Critical Questions</li> <li>Thinking Process Steps</li> <li>Tools &amp; techniques</li> </ul>	14. Cox, Blackstone & Schleier (2003) Ch2 15. Scheinkopf (1999) Ch10 16. Bleach-Wood et al (2005)	Tutorial 5
<b>Mid-Trimester</b>			<b>Break</b>	
W7 28, 29 Apr	GT	<b>Managing projects</b> <ul style="list-style-type: none"> <li>TOC’s Critical Chain for Project Management (CCPM)</li> </ul>	17. Goldratt (1997) Ch 11-12 18. Srinivasan, Best & Chandrasekaran (2007) 19. Newbold (1998) Ch 8-10	Tutorial 6 <b>Assignment 1 due 4pm Wed 29<sup>th</sup> Apr</b>
W8 5, 4 May	GT	<b>Coping with Variability</b> <ul style="list-style-type: none"> <li>Buffer Management</li> </ul>	20. Goldratt (1990) 21. Goldratt & Cox (1994) Ch 11-12 22. Demmy & Demmy (1994) 23. Umble & Umble (2006)	Tutorial 7
W9 12, 13 May	BC	<b>Dealing with Risk &amp; Uncertainty</b> <ul style="list-style-type: none"> <li>Review of Probability Concepts</li> <li>Payoff Tables</li> </ul>	11. Target (1996) Ch 3 12. Ragsdale (2008) Ch 15	Tutorial 8 <i>Computer lab (Excel)</i>
W10 19, 20 May	BC	<b>Decision Analysis</b> <ul style="list-style-type: none"> <li>Decision Trees</li> <li>Sensitivity Analysis</li> </ul>	11. Target (1996) Ch 3 12. Ragsdale (2008) Ch 15	Tutorial 9 <i>Computer lab (Excel)</i>
W11 26, 27 May	BC	<b>Strategic Decision Making</b> <ul style="list-style-type: none"> <li>Systems Modelling</li> <li>Policy Analysis</li> </ul>	1. Gore, Murray & Richardson (1992) 8. Cavana (2004)	Tutorial 10 <b>Assignment 2, due 4pm Wed 27 May</b>
W12 2, 3 Jun	ALL	<b>Course Review &amp; Integration</b> <ul style="list-style-type: none"> <li>Mixing Methodologies &amp; Integration</li> <li>Exam Briefing</li> </ul>	24. Mingers & Brocklesby (1997) 25. Mabin, Davies & Cox (2006) * Maani & Cavana (2007) Ch 7	

\* Key to Lecturers: BC = Bob Cavana, GP = Garoon Pongsart, GT = Garry Tansley

## **Tutorial Signup Instructions**

Requirements to use this programme:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial session that you have signed up for. If you attend a different session, your attendance will not be recorded.

## **Instructions**

Go to the signup website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system.

The “Signup Home” page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT 206.

MGMT 206 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A “key” is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you’re enrolled into the session from a waitlist.

You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for one (1) other preferred session. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

You can choose to “WITHDRAW” from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.

A “FULL” button indicates all seats and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons are available in the “Key” section at the bottom of the signup page.

You can only “ENROL” in ONE tutorial session and “JOIN ONE (1) WAITLIST” for other tutorial sessions.

You will be able to login and signup (or change your signup) anytime between 12 midnight Wednesday 4 March 2009 and the last date: midnight Thursday 12 March 2009. You will NOT be able to signup or change your choice after the last date - midnight Thursday 12 March 2009. Any changes will be made by the tutorial coordinator on a case by case review of your ‘exceptional circumstance’.

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on “My Signups” on the left hand menu.

Click on “Support” on the left hand menu if you are having problems.

This online signup system is available around the clock over the internet. Please make use of it to sign up for a MGMT 206 tutorial before midnight, Thursday 12 March 2009. Any requests after this date any will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in ‘exceptional circumstances’ and there is **NO GUARANTEE** that you will get your requested tutorial time.

Tutorials start on the second week of the course, on **Wednesday 11<sup>th</sup> March**. As there is a limit on the number of students in each tutorial class you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard by 5pm Tuesday 10<sup>th</sup> March 2009. If you have any serious problems about the allocations see the Tutorial Coordinator in RH915 ASAP.

## READINGS

The text for the first part of the course will be:

Maani KE and Cavana RY **Introduction to Systems Thinking**, Pearson Education, Auckland, 2009.

However, for students planning to advance onto MGMT 315 ‘Systems Thinking and Modelling’, we recommend that you purchase a copy of:

Maani KE and Cavana RY **Systems Thinking, Systems Dynamics: Managing Change and Complexity**, 2<sup>nd</sup> Edition, Pearson Education, Auckland, 2007.

Readings listed in the course schedule will be distributed in class, and students are expected to read these as indicated on the course schedule. Further resources are available in the VUW Commerce Library. A video of *The Goal* can be viewed in class (in week 5) or in the Audio-Visual Suite at the Library on the Kelburn Campus.

## Assessment Requirements

Assignment	Title	% of Marks Available	Due Date
1	Tutorial contributions	10%	
2	Group Assignment	15%	4pm April 29 <sup>th</sup>
3	Individual Assignment	25%	4pm May 27 <sup>th</sup>
4	Final Examination	50%	12 June – 1 July 2009
	<b>TOTAL</b>	<b>100%</b>	

A student's overall grade in the course will be determined in the following manner:

### 1. Tutorial Contributions

Marks: 10%

The tutorial contributions grade will depend on the student's preparation for, and quality of the contribution to, tutorial class discussions. Students should prepare in advance of the tutorial, as indicated by the lecturer, and should be prepared to discuss the issues with the rest of the tutorial group in a supportive, positive manner.

Marks will be given for the best 7 out of 10 tutorials taking both preparation and participation into account. Preparation will be assessed as acceptable/not acceptable, each tutorial, and will count towards 5 out of the 10 tutorial marks available. Participation will be marked based on quality of contributions,

and also account for 5 out of the 10 tutorial marks available. Indicative feedback on your tutorial performance will be posted on Blackboard by the end of Week 4.

## 2. Group Assignment

Due: 4pm Wednesday 29<sup>th</sup> April 2009

Marks: 15%

This will involve working in a small group of students from your tutorial, normally 3 - 4 students per group, decided by the tutors/tutor coordinator. All members of the group are expected to contribute and perform a fair share of the work towards this assignment. This assignment will be based on weeks 1 to 4 on the 'systems thinking' material. Further details will be discussed in class and provided on Blackboard.

The group will prepare a copy of the assignment to hand in, keeping separate printed copies for each student's own reference and for use during the course. All students must also keep an electronic copy of the group assignment.

On the cover page, the members of the group should be identified and a statement made that either all members have on balance contributed equally, or the relative contributions of the members should be stated. All members of the group will receive the same mark unless the group advises that their contributions are unequal, in which case the lecturer will make an appropriate adjustment.

If it becomes clear that the group dynamics will preclude the group from submitting an effective group report, group members should discuss the matter immediately with the lecturer. If necessary to ensure that no student is unfairly disadvantaged, the lecturer will permit some or all members of the group to submit an individual report, of a defined subset of the project.

## 3. Individual Assignment

Due: 4pm Wednesday 27<sup>th</sup> May 2009

Marks: 25%

This assignment will be based on the material covered in Weeks 5 to 8 on the "theory of constraints". Since this is an individual assignment, you may discuss in general how one might respond to the nature of the assignment questions with other students; but **reports must be your own work**. Further details will be discussed in class and provided on Blackboard.

Students must prepare two copies of this individual assignment, keeping the second copy for their own reference and for use during the course. Students must also keep an electronic copy of their assignment.

## 4. Examination

Examination dates for trimester one: Friday 12<sup>th</sup> June to Wednesday 1<sup>st</sup> July 2009 (inclusive). 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 examination is worth 50% of the total marks available for this course. It will be a closed book 3-hour examination.

All material covered on the course will be examinable, and questions will include a mixture of problems to be worked, case-based questions, and essay questions.

Calculators may be used in the exam, but computers and communication devices are **not** permitted. More information will be given in lectures and posted on Blackboard.

**Overall Pass Mark** – The overall pass mark for the course will be **50%** of the total marks available ie 50 marks.

### **Handing in assignments:**

Assignments should be dropped in the MGMT 206 Box (Number 23) on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by the due time on the due date. All completed assignments must have a cover sheet. The cover sheets are provided in Annex's A & B.

Assignments received after the due time will be deemed to be late, and must be handed to the Administrator for this course in RH912 where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

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

### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 7 out of the 10 tutorial sessions;
- b. Submit both assignments; and
- c. Obtain at least 40 per cent of the marks available (i.e. 20 marks out of 50) for the final examination.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

### **Penalties- for Lateness & Excessive Length of Assignments**

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 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). **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements**.
- (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 **Tutorial Coordinator**, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg 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 **Tutorial Coordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.

- (v) The ability to write in an economical style is a skill that is valued in both academic and business settings and therefore word limits should be strictly adhered to. +/- 10% is acceptable. Beyond that, **a penalty may be applied.**

### Grading Guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment. Note this is a failing grade.

### Policy on 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. The original marking sheet is removed to ensure the process is independent. 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. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. 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. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. 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 up to 5 days for remarks to be completed.

### Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration 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 (<http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx>).

### Communication

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.

## Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg

MGMT206\_Smith\_Pauline\_3000223344\_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

## Faculty of Commerce and Administration Offices

### Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building on the ground floor (EA005). This counter is the first point of contact for:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

## General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to [www.victoria.ac.nz/home/about/policy/students.aspx](http://www.victoria.ac.nz/home/about/policy/students.aspx)

For information on the following topics, go to the Faculty's website [www.victoria.ac.nz/fca](http://www.victoria.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

## Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

[www.victoria.ac.nz/home/studying/plagiarism.html](http://www.victoria.ac.nz/home/studying/plagiarism.html)

### **Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email [manaaki-pihipihinga-programme@vuw.ac.nz](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 6015. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.

ANNEX A MGMT 206 GROUP Assignment Cover Sheet



Victoria Management School

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

Tutor's Name: \_\_\_\_\_ Tutorial Number: \_\_\_\_\_

Tutorial Day: \_\_\_\_\_ Tutorial Time: \_\_\_\_\_

Date Due: \_\_\_\_\_ Date Submitted: \_\_\_\_\_

*We, the undersigned, have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.*

Signed: \_\_\_\_\_

Signed: \_\_\_\_\_

Signed: \_\_\_\_\_

Signed: \_\_\_\_\_

**We agree to an equal share of the marks awarded Yes / No (Please circle)**

If No, please attach a letter detailing your preferred split of marks, **signed by all group members.**

**If an extension has been granted, please attach a copy of the note authorising your extension.**

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

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

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

**ANNEX B MGMT 206 Individual Assignment Cover Sheet**



**Victoria Management School**

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

Tutor's Name: \_\_\_\_\_ Tutorial Number: \_\_\_\_\_

Tutorial Day: \_\_\_\_\_ Tutorial Time: \_\_\_\_\_

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: \_\_\_\_\_