

COMPULSORY COURSES

10.1. Capabilities for Managers

SMS Code	AM801002	Teacher-directed learning hours	32
Level	8	Authentic work experience learning hours	nil
Credits	15	Student-managed learning hours	118
Prerequisites	Nil	Total Learning Hours	150
This course is compulsory for Postgraduate Certificate in Applied Management, Postgraduate Diploma in Applied Management and Master of Applied Management			

Aim

To enable students to critically evaluate skills needed to manage contemporary organisations.

Learning Outcomes

On successful completion of this course students will be able to:

1. Critically evaluate the management capabilities required to be an effective manager in contemporary organisations.
2. Critically analyse key Māori values practised in a management context in New Zealand organisations.
3. Critically assess corporate social responsibility issues that may arise when working in complex organisations to meet stakeholder expectations.

Indicative Content

- Global and national contexts including opportunities arising from Treaty of Waitangi obligations and Māori led organisations
- Organisational cultures, etiquette and behaviour in a variety of global and national contexts
- Application of specific Māori values such as Kaitiakitanga, Manaakitaka, Whanaungatanga, Manaakitanga within Aotearoa New Zealand organisations.
- Issues and challenges for NZ organisations in meeting stakeholder expectations.
- Management styles and communication methods, including electronic and face-to-face
- Working in teams/Interpersonal skills, including:
 - communication, e.g. conflict resolution and negotiation skills.
- Negotiating and resolving conflicts with key stakeholders
- Performance review, feedback, goal-setting, training and professional development, career management
- Quadruple bottom line reporting and its implications, including business ethics and sustainability.

Assessment

Assessment Activity	Weighting	Learning Outcomes
Assignment 1	20%	1
Assignment 2	80%	1, 2, 3

Resources

Aguinis, H. (2013). *Performance management* (3rd ed.). Harlow, UK: Prentice Hall.

DeMarr, B., & De Janasz, S. (2013). *Negotiation and dispute resolution*. Upper Saddle River, NJ: Prentice Hall

Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in* (3rd ed.). New York: Penguin.

Laasch, O., & Conaway, R. N. (2013). *Principles of responsible management: Global sustainability, responsibility, and ethics*. Stamford, CT: Cengage Learning.

Morrison, T., & Conaway, W. A. (2006). *Kiss, bow, or shake hands (The bestselling guide to doing business in more than 60 countries)*. Avon, MA: Adams Media.