



Master of Applied Management
Post Graduate Diploma in Applied Management
Post Graduate Certificate in Applied Management



Image: <http://www.freedomlitigationsupport.com/case-data-management.html>

MAMC01801- Capabilities for Managers

Course Outline

Study Block 4, 2024

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Welcome, Haere Mai

Welcome to the Capabilities for Managers course. This course provides students the skills to critically evaluate capabilities of managers managing contemporary organisations. The course emphasises the critical evaluation of management capabilities so that students develop an understanding of what capabilities are needed to be effective managers and how to effectively, collectively and competently put them to work in a contemporary work environment considering the internal and external cultural values.

Course Coordinators

	<p>Dr Sharan Kaur Garib Singh (Sharan Singh)</p> <p>E-mail: sharan.singh@futureskills.co.nz</p> <p>Office: Level 4</p> <p>Consultation Times: By appointment</p>
	<p>Hoda Hassani</p> <p>E-mail: hoda.hassani@futureskills.co.nz</p> <p>Office: Level 4</p> <p>Consultation Times: By appointment</p>

Class Times and Attendance Requirements

Cohort	Lecturer	Day	Time	Location
1	Dr Hoda Hassani	Tuesday	1 pm – 5 pm	700
		Friday	1 pm – 5 pm	700
2	Dr Sharan Singh	Wednesday	8:30 am -12:30 pm	605
		Friday	1 pm – 5 pm	205

This course expects students to commit 150 hours of learning, including class time, tutorials, research, work-related activities, and assignments. Attendance at all classes and online activities is essential for optimal learning.

International students must attend all classes (100% attendance), with absences reported to the school in advance with valid reasons. Failure to attend classes may result in termination of enrolment and notification to Immigration New Zealand. Students must provide evidence for absences and may face consequences for unexplained or frequent absences, including meetings with Student Success and department heads. Written notification is required for leave or withdrawal from the course.

Please note that attendance may be required at additional sessions during the study block, which may take the form of classes, seminars, tutorials, group work, or industry visits. You will be notified of these arrangements in advance.

Enquiries

Contact the following people / teams for any enquiry about the course and delivery:

Enquiry	Contact Person
Enrolment, fee payment, visa	registry@futureskills.co.nz
Course content, course selection, delivery schedule, academic matters	HoD: bing.dai@futureskills.co.nz & indrapriya.kularatne@futureskills.co.nz
Attendance, pastoral care, withdrawal	studentsuccess@futureskills.co.nz
Assessments, course contents, learning issues, project work, academic support	Course facilitators hoda.hassani@futureskills.co.nz sharan.singh@futureskills.co.nz
IT Support	studentsuccess@futureskills.co.nz
Moodle Support, Timetable	academicops@futureskills.co.nz

Course Schedule

Please refer to the Schedule tab in the Moodle course.

<https://moodle.futureskills.co.nz/course/view.php?id=690>

Course Description

Capabilities for Managers

<i>SMS Code</i>	MAMC01801	<i>Teacher-directed learning hours</i>	32
<i>Level</i>	8	<i>Authentic work experience learning hours</i>	Nil
<i>Credits</i>	15	<i>Student-managed learning hours</i>	118
<i>Prerequisites</i>	Nil	<i>Total Learning Hours</i>	150

This course is compulsory for the Postgraduate Certificate in Applied Management, Postgraduate Diploma in Applied Management and Master of Applied Management

Aim

To enable students to critically evaluate the 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 practiced 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
NOTE: Where applicable, include discussion on the challenges and demands of Iwi/Māori organisations in meeting stakeholder expectations.		

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: Glocal 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.

Online

NZ Business - www.nzbusiness.co.nz

New Zealand Management - www.management.co.nz

National Business Review - www.nbr.co.nz

Herald - www.nzherald.co.nz/business

Stuff.co.nz - www.stuff.co.nz/business

Scoop - www.business.scoop.co.nz

Statistics New Zealand - www.stats.govt.nz

Assessment Overview

Assessment 1- Report

Weighting: 20%
Due Week 3 Friday

For this assessment you will need to choose two New Zealand organisations to critically evaluate in a report. You can select two organisations from for profit, not for profit, a Māori organisation, or a government organisation. Do not select both organisations from the same category. Your lecturer will provide you with further instructions and guidelines when selecting these organisations.

Learning outcomes assessed:

1. Critically evaluate the management capabilities required to be an effective manager in contemporary organisations.

Deliverables

You are required to submit a written report.

Assessment 2 - Report

Weighting: 80%
Due Week 8 Friday

For this assessment, you will write a report following a case of Kiwi Minerals Limited (KML), a company specialising in exploring underground mineral resources mainly Gold and Silver. Therefore, you need to prepare a report to the Board of Directors critically evaluating the following:

- Identify and critically evaluate the management capabilities required for the Project Director position responsible for managing the KML project.
- Identify and critically analyse the significance of at least three Māori values relevant to this project.
- Identify and critically assess corporate social responsibility (CSR) issues that KML may face during this project.

Learning outcomes assessed:

1. Critically evaluate the management capabilities required to be an effective manager in contemporary organisations.
2. Critically analyse key Māori values practiced 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.

Deliverables

You are expected to submit a written report.

IMPORTANT: For further information about the assessments, including submissions and evaluation, appeals, extensions, resubmission, and academic integrity/originality requirements, refer to the Assessments tab in your Moodle course
<https://moodle.futureskills.co.nz/course/view.php?id=690>