Course Outline

MGMT1003 Management, People and Organisations
Semester 1, 2014

Course Description

This course aims to provide an overview of the theories and practices of management in organisational contexts. Specific issues covered include the history of management, management roles and functions, management of individuals and teams, organisation structure, and process management in organisations.

Mode of Delivery
On campus

Prerequisites
None

Incompatible Courses
BUSN1003/BUSN2029 Management, People and Organisations

Course Convenor/Lecturer:
Dr. Patrick Garcia, Research School of Management

Email:
patrick.garcia@anu.edu.au

Office hours for student consultation:
Students should consult with their respective tutors on the first instance during the time allotted every tutorial. Consultation with the lecturer is by appointment every Thursdays 11am to 12 noon during teaching weeks.
COURSE OVERVIEW

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

1. Demonstrate an understanding of various management models and frameworks, their foundations, strengths and weaknesses;
2. Understand the principles and practices of management and specifically the nature of managerial functions, roles and skills;
3. Recognise the dynamic, complex and interdependent nature of managerial work; and
4. Apply theoretical models and concepts to current management practices, problems, and issues.

Proposed Assessment (Summary): Assessment for this course will be confirmed after consultation with students at the first lecture of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Linked Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Case report 1</td>
<td>20%</td>
<td>March 25</td>
<td>LO 1-4</td>
</tr>
<tr>
<td>2. Mid-term exam</td>
<td>20%</td>
<td>April 1</td>
<td>LO 1-4</td>
</tr>
<tr>
<td>3. Case report 2</td>
<td>20%</td>
<td>May 6</td>
<td>LO 1-4</td>
</tr>
<tr>
<td>4. Final exam</td>
<td>30%</td>
<td>Final exam period</td>
<td>LO 1-4</td>
</tr>
<tr>
<td>5. Participation in tutorial activities</td>
<td>10%</td>
<td>Throughout the course</td>
<td>LO 1-4</td>
</tr>
</tbody>
</table>

Research-Led Teaching

This course is based on models and frameworks based on empirical research in management theory and organizational behaviour. The assessment in the course requires students to engage in analytic thinking guided by—and application of—these models and frameworks. The Lecturer in charge has extensive primary experience in several topics covered in the course and will incorporate the discussion of this research in the lectures. The tutorial activities will also be guided by research findings in the discipline.

Feedback

Staff Feedback
This is a discussion-led course and students will receive feedback as part of the classroom dialogue. In addition, feedback will be provided on assessment as follows:

1. General feedback on tasks will be provided in tutorials and lectures.
2. Feedback on the mid-term and final exams, will be provided in tabular and graphical formats.
3. Written feedback will be provided on the two case studies.

**Student Feedback**
ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to:

http://unistats.anu.edu.au/surveys/selt/students/ and
http://unistats.anu.edu.au/surveys/selt/results/learning/

**Policies**
ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: http://policies.anu.edu.au/

Students are expected to have read the **Code of Practice for Student Academic Integrity** before the commencement of their course.

Key policies include:
- Student Assessment (Coursework)
- Student Surveys and Evaluations
- Assessment of Student Learning
COURSE SCHEDULE

Tutorials

Tutorials will be held **fortnightly**, not weekly, on the following dates (dates to be confirmed):

25/26 February
11/12 March
25/26 March
22/23 April
6/7 May
20/21 May

Each tutorial session will last for 2 hours. Students are only required to attend for the first hour and a half: the remaining time is optional. The 2 hours will comprise:

- 1 hour and 30 minutes of facilitated tutorial activities (attendance is required)
- 30 minutes of individual consultation time with the tutor (attendance is optional).

<table>
<thead>
<tr>
<th>Date</th>
<th>Lecture Topic</th>
<th>Background reading in preparation for the lecture (available on Wattle)</th>
<th>Activities and assessments</th>
</tr>
</thead>
</table>
| Feb 18 | Overview of the course and assessments; Introduction to management | Course outline
<p>| March 4 | Effective leadership                                  | Required reading: Luthans, F. (2002). Organizational behavior (9th ed.). Boston: | |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Required Reading</th>
<th>Tutorials</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 25</td>
<td>Managing organisational change</td>
<td>Required reading: TBA</td>
<td>Tutorial 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Submission of case report 1</td>
</tr>
<tr>
<td>April 1</td>
<td>Long exam 1</td>
<td><strong>The long exam will be held in place of the lecture</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>[ ]</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mid-semester Break (April 7-18)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April 22</td>
<td>Project management</td>
<td>Required reading: TBA</td>
<td>Tutorial 4</td>
</tr>
<tr>
<td>April 29</td>
<td>Strategic management</td>
<td>Required reading: TBA</td>
<td></td>
</tr>
<tr>
<td>May 6</td>
<td>Management consulting</td>
<td>Required reading: TBA</td>
<td>Tutorial 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Submission of case report 2</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td>Required reading</td>
<td>Tutorial</td>
</tr>
<tr>
<td>-----------</td>
<td>------------------------------------------</td>
<td>------------------</td>
<td>----------</td>
</tr>
<tr>
<td>May 20</td>
<td>Managing careers</td>
<td>TBA</td>
<td>6</td>
</tr>
<tr>
<td>May 27</td>
<td>Feedback and review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exam Period</td>
<td>Final exam</td>
<td><strong>Final exam time and venue: TBA</strong></td>
<td></td>
</tr>
</tbody>
</table>

**ASSESSMENT REQUIREMENTS**

**Assessment Tasks**

**Participation**
Attendance at all lectures and tutorials is expected. Students who miss lectures and tutorials will miss out on valuable support for preparing assessment tasks. Tutorial participation is worth 10%.

**Assessment Tasks 1 and 3:** Case Study Report 1 and 2

**Details of task:** There will be two case studies assigned throughout the course. The first case study is due on **March 25** and the second case study on **May 6**. In these tasks, you will need to write an individual report analysing the two cases (copies of the case study will be available in the first lecture).

**Assessment Rubrics**
A detailed assessment rubric will be available in the first week of the semester.

Word limit (where applicable): 1,500 words each  
Value: 20% each  
Estimated return date: Within 2 weeks of submission.

**Examination(s)**
There will be two exams in this course.

1. **Mid-term exam**

The mid-term exam will test students’ knowledge of the material from the first six weeks of the course. The exam will be tentatively held during the lecture period of 12pm to 2pm on Tuesday, 1st April. Your course convenor will confirm this schedule a week before the exam. The exam will be closed book and in multiple choice format. Further details of the mid-term exam will be provided in lectures. This exam would have a value of 20%. Results for the mid-semester exam will be available by the first week after the mid-semester break.

2. **Final exam**

The final exam will be held during the examinations period and will include all topics covered in the course. It will be in a mixed multiple choice and short answer format.
Further details of this exam will be provided in lectures. This will be a closed book exam, however paper dictionaries will be permitted subject to inspection. This exam would have a value of 30%.

**Assignment submission**

**Hard copy submission** Assignments must be submitted to your tutor during the tutorial period and include a cover sheet. Email and fax submissions are not acceptable. You must keep a copy of assessment materials submitted for your records.

**Late submissions**

Late submission of an assessment without prior (i.e., 24 hour) written permission from the lecturer is not acceptable. The lecturer will **DEDUCT 5 MARKS** (not 5 percent) from the overall mark for each 24 hour cycle for which an assessment is late without written permission. Note that if your tutorial time is from 2:00 – 3:00 pm on Tuesday, one late twenty-four hour cycle begins at 2:01 pm Tuesday until 2:00pm Wednesday. For example, Student A submitted the self-assessment portfolio and career report on Wednesday at 9:00 am. This corresponds to one 24 hour cycle. The student obtained 30 out of 35 marks. A five mark penalty will apply. Thus, the final mark will now be 25 out of 35. It is strongly suggested that you submit assignments on time.

**Returning assignments**

Assignments will be returned by tutors (time and date TBA). Students will be advised by their tutor or the lecturer when their assignments are ready for collection.

**Referencing requirements**

For the individual reports, proper academic referencing is required. Specifically, students should use the either Harvard or APA referencing styles. For further information about academic referencing, visit:

[https://academicskills.anu.edu.au/resources/handouts/referencing-style-g](https://academicskills.anu.edu.au/resources/handouts/referencing-style-g)

**Tutorial and/or Seminar signup**

Tutorial registration for this course will be done via the Wattle course site during the first week of Semester. More information will be provided during the first lecture/seminar.

**Workloads**

Students taking this course are expected to commit at least 8-10 hours a week to completing the work. This will include:

- lectures
- tutorials
- private study
- assessment tasks
- Wattle

**Prescribed Texts and Reference Materials**
There is no required textbook for this course. Weekly readings in electronic format will be provided in Wattle.

**Support for Students**
The University offers a number of support services for students. Information on these is available online from [http://students.anu.edu.au/studentlife/](http://students.anu.edu.au/studentlife/)