MGMT1003
Management, People and Organisations

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 control processes in organisations.

<table>
<thead>
<tr>
<th>Mode of Delivery</th>
<th>On campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prerequisites</td>
<td>None</td>
</tr>
<tr>
<td>Incompatible Courses</td>
<td>BUSN1003/BUSN2029 Management, People and Organisations</td>
</tr>
<tr>
<td>Course Convener:</td>
<td>Prof. Prashant Bordia, Research School of Management</td>
</tr>
<tr>
<td>Phone:</td>
<td>6125-7282</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:Prashant.bordia@anu.edu.au">Prashant.bordia@anu.edu.au</a></td>
</tr>
<tr>
<td>Office hours for student consultation:</td>
<td>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 Friday 1:30pm.</td>
</tr>
<tr>
<td>Research Interests</td>
<td>Organisational behaviour; human resource management</td>
</tr>
<tr>
<td>Tutor(s)</td>
<td>Rajiv Amarnani (<a href="mailto:Rajiv.amarnani@anu.edu.au">Rajiv.amarnani@anu.edu.au</a>)</td>
</tr>
<tr>
<td></td>
<td>Carys Chan (<a href="mailto:xiwen.chan@anu.edu.au">xiwen.chan@anu.edu.au</a>)</td>
</tr>
<tr>
<td></td>
<td>Jennifer Lajom (<a href="mailto:Jennifer.Lajom@anu.edu.au">Jennifer.Lajom@anu.edu.au</a>)</td>
</tr>
<tr>
<td>Student Administrators</td>
<td>Research School of Management</td>
</tr>
<tr>
<td></td>
<td>Room 1088</td>
</tr>
<tr>
<td></td>
<td>Level 1, LF Crisp Building 26</td>
</tr>
<tr>
<td></td>
<td>Mon. – Fri. 9am – 5pm</td>
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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.

Assessment Summary

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Date for Return of Assessment</th>
<th>Linked Learning Outcomes (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Experiential assignment</td>
<td>15%</td>
<td>August 26</td>
<td>Two weeks from submission</td>
<td>LO 1-4</td>
</tr>
<tr>
<td>2. Mid-term exam</td>
<td>20%</td>
<td>TBC</td>
<td></td>
<td>LO 1-4</td>
</tr>
<tr>
<td>3. Case study analysis</td>
<td>25%</td>
<td>October 14</td>
<td>Two weeks from submission</td>
<td>LO 1-4</td>
</tr>
<tr>
<td>4. Final exam</td>
<td>30%</td>
<td>Final exam period</td>
<td></td>
<td>LO 1-4</td>
</tr>
<tr>
<td>5. Participation in tutorial activities</td>
<td>10%</td>
<td>Ongoing</td>
<td></td>
<td>LO 1-4</td>
</tr>
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</table>

Research-Led Teaching

This course is based on models and frameworks based on empirical research in management theory and organisational 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 research 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. Finally, there will be occasional short presentations by academics in class on their research interests & findings.

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 assignments.

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/

**Tutorial and/or Seminar Registration**

Tutorial and/or Seminar signup for this course will be done via the Wattle website. Detailed information about signup times will be provided on Wattle or during your first lecture. When tutorials are available for enrolment, follow these steps:

1. Log on to Wattle, and go to the course site.
2. Click on the link “Tutorial signup here”
3. On the right of the screen, click on the tab “Become Member of ……” for the tutorial class you wish to enter.
4. Confirm your choice

If you need to change your enrolment, you will be able to do so by clicking on the tab “Leave group…” and then re-enrol in another group. You will not be able to enrol in groups that have reached their maximum number. Please note that enrolment in ISIS must be finalised for you to have access to Wattle.

**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 **Academic Misconduct Rules 2014** before the commencement of their course. Policy information on examinations and assessments can be found on the College of Business and Economics website at:  http://cbe.anu.edu.au/students/student-information/examinations-assessment/

Other key policies include:
- Student Assessment (Coursework)
- Student Surveys and Evaluations

**Required Resources**

**Prescribed Text**

Accessing online materials from textbook website: Your textbook comes with interactive online study tools that complement the lectures and tutorials in the course. Follow the instructions below to access these online resources:

1. Inside your book, you will find a tear-out card labeled “sign in and succeed”. Carefully detach the card from the book along the perforated lines.
2. Open the card. It contains your access code required for registration.
3. Go to: http://login.cengagebrain.com/
4. Click on “Create My Account.”
5. Enter your details and access code.
6. Record your email address and password for future visits.
7. Once registered you gain access to the following resources:
   a. CourseMate
   b. Search Me!
8. If you encounter problems with your access, email anz.customerservice@cengage.com.

Examination material or equipment

The exams will be closed book, however paper dictionaries will be permitted subject to inspection (no notes/annotations allowed).

 COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Day</th>
<th>Lecture topic</th>
<th>Background reading in preparation for the lecture (available on Wattle)</th>
<th>Activities and assessments</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 31st</td>
<td>Introduction to management</td>
<td>Course outline</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Required readings:</td>
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<tr>
<td></td>
<td></td>
<td>Textbook <strong>Chapter 1: Management</strong></td>
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<tr>
<td></td>
<td></td>
<td>Recommended reading:</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Topic</td>
<td>Required readings</td>
<td>Recommended readings</td>
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<td>--------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
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</tbody>
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| August 7 | Management history                         | Required readings:                                                               | Textbook *Chapter 2: History of management*  
Textbook *Chapter 4: Ethics and social responsibility* | Tutorial 1: Introduction and case study analysis tips  
Activity 1: Who is your best manager?  
Activity 2: Avalon Pharmaceuticals |
| August 14| Organisational culture and global management| Required readings:                                                               | Textbook *Chapter 3: Organisational environments and culture*  
Textbook *Chapter 8: Global management* |                                                                                                        |
| August 21| Organisational strategy                    | Required reading:                                                               | Textbook *Chapter 6: Organisational strategy*  
Recommended readings:  
Activity 1: Goal setting  
Activity 2: Environmental rollercoaster case study  
Experiential |
### August 28
**Designing adaptive organisations and change**

**Required readings:**
- Textbook **Chapter 7: Innovation and change**
- Textbook **Chapter 9: Designing adaptive organisations**

**Recommended readings:**

**Submission:** Experiential assignment August 26, Wednesday, 11:55pm

### September 4
**Planning and decision-making**

**Required reading:**
- Textbook **Chapter 5: Planning and decision-making**

**Recommended readings:**

### Mid-semester break (No class September 11 & 18)

### September 25
**Mid-semester exam**

*The mid-semester exam will be held in place of the lecture*

**Tutorial 4:**
- Personality in the workplace
- Activity 1: Measuring personality
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Required reading</th>
<th>Recommended reading</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 23</td>
<td>Control</td>
<td>Textbook <strong>Chapter 15: Control</strong></td>
<td>Leifer, R., &amp; Mills, P. K. (1996). An information</td>
<td>Submission: Case study analysis By Wednesday October 14th, 11:55pm</td>
</tr>
</tbody>
</table>
processing approach for deciding upon control strategies and reducing control loss in emerging organizations. *Journal of Management, 22*, 113-137.


October 30

<table>
<thead>
<tr>
<th>Management consulting</th>
<th>Required readings:</th>
</tr>
</thead>
</table>

| Examination period | Final exam time and venue: TBA |

**ASSESSMENT REQUIREMENTS**

The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University’s approach to managing Academic Integrity. For additional information regarding Turnitin please visit the [ANU Online](http://www.anu.edu.au) website.

Students may choose not to submit assessment items through Turnitin. In this instance you will be required to submit, alongside the assessment item itself, copies of all references included in the assessment item.

**Assessment Tasks**

**Participation**

**Assessment Task 1: Participation**

**Details of task:** 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 Task 2: Experiential assignment**

**Details of task:** This assignment is divided into two parts. For the first part, you are asked to identify a workplace where you can unobtrusively observe a group of people as they go about their work. You might select any workplace including a coffee shop, bookstore, or restaurant. The second part of the assignment involves reflecting and writing about your observations and experience. Specific questions and guidelines will be available during the first week of the course.

**Assessment Rubrics**

A detailed assessment rubric will be available in the first week of the semester.
Assessment Task 3: Case Study Analysis
Details of task: Students will be asked to write an individual report analysing an assigned case. The case will be available on Wattle. A case study brief will also be available on Wattle.

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

Word limit: 1,500 words
Value: 25%
Due date: October 14th, 2015 (11:55pm)
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 five weeks of the course. The exam will be held during the lecture period Week of September XX (TBC). 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 will be worth 20% of the final grade. Results for the mid-semester exam will be available within 2 weeks after the exam.

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 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 will be worth 30% of the final grade.

Assignment submission

Online Submission:
Assignments are submitted using Turnitin in the course Wattle site. Assignments submitted through Wattle no longer require cover sheets. You will be required to electronically sign a declaration as part of the submission of your assignment. Please keep a copy of the assignment for your records.

Extensions and penalties

Extensions and late submission of assessment pieces are covered by the Student Assessment (Coursework) Policy and Procedure.
You may be granted extensions for assessment pieces that are not examinations or take-home examinations by applying for special consideration.

**Special consideration for assessments**

Students who are unable to submit their assessment by the due date may be eligible for an extension if supported by an Application for Special Consideration.

Information on special assessment consideration can be found at: [http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration](http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration).

Special Consideration applications must be completed before the due date of the affected assessment. In exceptional circumstances applications for an extension may be accepted up to three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications must be submitted online at special.consideration@anu.edu.au. You will be notified by your lecturer if an extension has been approved.

**No submission of assessment tasks without an extension after the due date will be permitted. If an assessment task is not submitted by the due date, a mark of 0 will be awarded.**

**Returning assignments**

Assignments will be returned online via Wattle. Students will be advised by their tutor or the lecturer when their marked assignments are ready for download.

**Referencing requirements**

For the written assignments, 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)

**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/)