MGMT 1003  
Management, People and Organisations  
Semester 2, 2013

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 thought, management roles, management functions, planning and strategy, organisation structure and design, control, quality and process management 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 Convenor:</td>
<td>Professor Prashant Bordia, Research School of Management</td>
</tr>
<tr>
<td>Second lecturer:</td>
<td>Mr Ed Russell, Senior Lecturer, Research School of Management</td>
</tr>
<tr>
<td>Phone:</td>
<td>(+61) 2 612 57282</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>Please contact the lead tutor in the first instance. Thursdays 11am to 12 noon during teaching weeks</td>
</tr>
<tr>
<td>Research Interests</td>
<td>Management</td>
</tr>
<tr>
<td>Lead tutor/ Student administrator/s</td>
<td>James Donald</td>
</tr>
<tr>
<td>Phone:</td>
<td>6125 1961</td>
</tr>
</tbody>
</table>

Students with enquiries about degree requirements should contact the College office; enquiries about subjects are normally handled by the relevant Research School.
Email: james.donald@anu.edu.au

Tutor(s)  
1) Mr James Donald  
2) Mr Ronald Holmes  
3) Mr Foo Chan  
Professor Bordia and Mr Russell will also each take six tutorials over the semester. This means each tutorial group will have one tutorial led by each of the lecturers.

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. Mid semester exam</td>
<td>25%</td>
<td>5 September</td>
<td>LO 1-4</td>
</tr>
<tr>
<td>2. Group assignment</td>
<td>25%</td>
<td>24 October</td>
<td>LO 1-4</td>
</tr>
<tr>
<td>3. Individual assignment</td>
<td>25%</td>
<td>11 November</td>
<td>LO 1-4</td>
</tr>
<tr>
<td>3. Final exam</td>
<td>25%</td>
<td>Final exam period</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 strategic management 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 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.

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 the group tasks will be provided in tutorials.
2. Feedback on the mid-term and final exams, will be provided in tabular and graphical formats.
3. Written feedback will be provided on complete drafts of the Individual Report, subject to those drafts being submitted by a specified deadline for feedback (see details under Assessment Task 2 later in this document). This feedback will be concise and will cover two or three major opportunities for improvement. Feedback will not be provided on outlines or incomplete drafts.
4. Oral feedback on the final version of the Individual Report will be available by appointment.
5. Written feedback will also be provided on the Group Report.

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:

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.

Other key policies include:
- Academic Progress
- Assessment of Student Learning
- Assessment Review and Appeals
- Course Assessment: Consultation and Finalisation
- Student Feedback on Teaching and Learning
- Insert College policies on extensions, late submissions, etc as appropriate
COURSE SCHEDULE

Tutorials
Tutorials will be held **fortnightly**, not weekly, on the following dates:

1/2 August
15/16 August
29/30 August
3/4 October
17/18 October
31 October/1 November

Each tutorial session will last 3 hours, with the tutor in attendance for the first two hours. Students are only required to attend for the first hour and a half: the remaining time is optional. The 3 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); then,
- from 15 August to 18 October, the tutorial room will be available for a further hour as a convenient meeting place for groups working on the Group Project (attendance is optional).

Lectures and assessment
Lectures will be conducted every week during semester, except for the week of the 5th of September, when the lecture will be replaced by the mid-semester exam.

<table>
<thead>
<tr>
<th>Week (of year), date and time</th>
<th>Lecture Topic</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 31, Thursday, 8 August, 3pm to 5pm</td>
<td>Project Management  Mr Russell. Required reading: TBA</td>
<td>Project Group membership announced.</td>
</tr>
<tr>
<td>Week 32, Thursday 15 August, 3pm to 5pm</td>
<td>Strategic Management  Mr Russell. Required reading: TBA</td>
<td>Group Project Inception meetings on 15, 16 and 19 August.</td>
</tr>
<tr>
<td>Week 33, Thursday, 22 August, 3pm to 5pm</td>
<td>Negotiation  Mr Russell. Required reading: TBA</td>
<td></td>
</tr>
</tbody>
</table>

DRAFT 6: Tuesday, 2nd July, 2013
<table>
<thead>
<tr>
<th>Week 34</th>
<th>Organisational Environment and Change</th>
<th>Group Project Progress Reports in tutorials.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, 29 August, 3pm to 5pm</td>
<td>Mr Russell. Required reading: TBA</td>
<td></td>
</tr>
<tr>
<td>Week 35</td>
<td>The mid-semester exam will be held in place of the lecture</td>
<td>Mid-semester exam</td>
</tr>
<tr>
<td>Thursday, 5 September, 3pm to 5pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 38</td>
<td>Attitudes and Behaviour at Work</td>
<td>Complete drafts of Individual Report must be submitted by Tuesday 24 September to obtain feedback.</td>
</tr>
<tr>
<td>Week 39</td>
<td>Teams at Work</td>
<td>Group Project Progress Reports in tutorials</td>
</tr>
<tr>
<td>Week 40</td>
<td>Ethics and Sustainability</td>
<td></td>
</tr>
<tr>
<td>Thursday, 10 October, 3pm to 5pm</td>
<td>Mr Russell. Required reading: TBA</td>
<td></td>
</tr>
<tr>
<td>Week 41</td>
<td>Management Consulting</td>
<td>Group Project Progress Reports in tutorials</td>
</tr>
<tr>
<td>Thursday, 17 October, 3pm to 5pm</td>
<td>Mr Russell. Required reading: TBA</td>
<td></td>
</tr>
<tr>
<td>Week 42</td>
<td>Leadership</td>
<td>Group projects due on 24 October.</td>
</tr>
<tr>
<td>Week 43</td>
<td>Cross-cultural Issues in Management</td>
<td>Individual reports due 4.00pm on Monday, 11 November.</td>
</tr>
<tr>
<td>Weeks 44 to 46</td>
<td>Examination period</td>
<td></td>
</tr>
</tbody>
</table>

**ASSESSMENT REQUIREMENTS**

**Assessment Tasks**

**Participation**
Attendance at all lectures and tutorials is expected. Students who miss tutorials will miss out on valuable support for preparing the Group Report.

**Assessment Task 1: Group Report**

**Overview of task:** You will be allocated to a group of 5 or 6 students for the group project. Groups will be appointed from the membership of tutorials, and the
membership lists will be available from 8\textsuperscript{th} August. Your group will have a short inception meeting with Mr Russell or an appointed adviser in the period 15 to 19 August. Your group will be required to provide several progress reports in tutorials, and must then complete and submit the report by 24 October. You may also submit a form rating the contribution of your group members to the project. This may be used to make adjustments to individual marks for the group project, a process known as “peer rating”.

**Assessment Rubric**
The assessment rubric for the Group Project will be contained in the Group Project briefing documents which will be available from the 8\textsuperscript{th} of August.

**Assessment Task 2: Individual Report**

**Details of task:** In this task you will write an individual report analysing a case study (copies of the case study will be available in the first lecture). This report is due by 4pm on Monday, 11\textsuperscript{th} November.

**Assessment Rubric**
A detailed assessment rubric will be available in the first week of the semester. Word limit: 1,500 words. Value: 25%.

Feedback on drafts:
Students will be able to receive one round of feedback on their individual report. To receive feedback, students must submit a complete draft of their individual report in Week 38 (by Tuesday 24\textsuperscript{th} September). Draft reports must be submitted online. For each such submission, feedback will be provided covering the two or three major areas of improvement that could be made to the draft. Feedback will not include speculation about the likely mark or grade.

Estimated return date: Within 2 weeks of submission.
Examination(s)

There will be two exams in this course.

1. Mid-semester exam

This exam will test students’ knowledge of the material from the first six weeks of the course. The exam will be closed book and in multiple choice format, and will be held during the lecture period of 3pm to 5pm on Thursday, 5th September. Further details of the mid-term exam will be provided in lectures.

Value: 25%
Estimated return date: 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. It will be in a short answer format, and be designed so that most students will be able complete it in about 2 hours.

This will be a closed book exam, however paper dictionaries will be permitted, subject to inspection.
Students will also be able to bring a "crib sheet" into the exam. The crib sheet must be:
1. on a single A4 sheet of paper (both sides can be used);
2. in the student's own handwriting;
3. labelled clearly with the student's name and student number; and,
4. submitted with the examination paper.

It is quite OK to collaborate with other students on preparing the crib sheet, but the one you take into the exam must be an original in your own handwriting.

The crib sheets will be available for collection after the exams have been marked. Details of the timing of the exam will be available here: http://timetable.anu.edu.au/exams/

Assignment submission
Online Submission: Assignments are submitted using the course Wattle site. Submitted assignments must include the cover sheet provided on Wattle. You must keep a copy of the assignment for your records.
Extensions and penalties

Please be aware: if an assignment is submitted after the specified deadline, it will not be marked unless an application for Special Consideration is approved. An application for Special Consideration must:

1. where relevant include a medical report completed by a medical practitioner (an ordinary "medical certificate" is not sufficient);
2. include a copy of as much of the assignment as has been completed by the submission deadline; and,
3. be submitted as soon as practicable, preferably before or on the due date.

In general, a successful application for Special Consideration will result in the marking of the completed work with some upward adjustment of the mark, rather than an extension of 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 Group and Individual Reports, proper academic referencing is required. Specifically, students should use the Harvard referencing style. For further information about academic referencing, including the Harvard style, visit:

https://academicskills.anu.edu.au/resources/handouts/referencing-style-guides

and, specifically, this online tool:


Examination material or equipment

See comments under "Examination(s)", above, for details of materials that can be brought into the final exam.

Workloads

Students taking this course are expected to commit 10 to 12 hours a week to completing the work. This will include:

- lectures
- tutorials
- private study
- group work
- Wattle readings
Prescribed Texts and Reference Materials
There is no required textbook for this course. Weekly readings in electronic format will be provided in Wattle.

Tutorial signup
Enrolment in tutorials will be completed online using the CBE Electronic Teaching Assistant (ETA). To enrol, follow these instructions:
1. Go to http://eta.fec.anu.edu.au
2. You will see the Student Login page. To log into the system, enter your University ID (your student number) and password (your ISIS password) in the appropriate fields and hit the Login button.
3. Read any news items or announcements.
4. Select "Sign Up!" from the left-hand navigation bar.
5. Select your courses from the list. To select multiple courses, hold down the control key. On PCs, this is the Ctrl key; on Macs, it is the ⌘ key. Hold this key down while selecting courses with the mouse. Once courses are selected, hit the SUBMIT button.
6. A confirmation of class enrolments will be displayed. In addition, an email confirmation of class enrolments will be sent to your student account.
7. For security purposes, please ensure that you click the LOGOUT link on the confirmation page, or close the browser window when you have finished your selections.
8. If you experience any difficulties, please contact the School Office (see page 1 for contact details).

Please note that space in each tutorial is limited, and students will be accepted into a tutorial (using the above procedure) on a first-to-enrol basis.

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/