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**Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.
# General Information

<table>
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<tr>
<th>Unit convenor and teaching staff</th>
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<tbody>
<tr>
<td>Teaching Assistant</td>
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<tr>
<td>John Truong</td>
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<tr>
<td><a href="mailto:john.truong@mq.edu.au">john.truong@mq.edu.au</a></td>
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<tr>
<td>Contact via <a href="mailto:john.truong@mq.edu.au">john.truong@mq.edu.au</a></td>
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<table>
<thead>
<tr>
<th>Unit Convenor</th>
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<tr>
<td>Nikola Balnave</td>
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<tr>
<td><a href="mailto:nikki.balnave@mq.edu.au">nikki.balnave@mq.edu.au</a></td>
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<th>Credit points</th>
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## Prerequisites

## Corequisites

## Co-badged status

## Unit description

Organisations bring people together to achieve what they could not achieve individually. This unit addresses two areas of interest to those wishing to understand their organisation or to pursue a career in management. One area is the nature of organisations, their construction and operation. This unit seeks to provide an understanding of the development of organisations and management; the context or environment of an organisation; what constitutes performance for an organisation; basic strategy at corporate and business levels; structure; operations management and quality; and sustainability. Some relevant areas are not covered as they are addressed in other units, specifically: marketing (e.g. MKTG101), human resource management (e.g. HRM107), advanced strategy (BBA350), and accounting (ACCG units). Another area is the development of skills that are valuable in one's career both as a student and professional. These skills are in the areas of research and researching; writing and presentation; working in teams; planning and organising; and thinking. This unit is presented in two distinct streams. The lecture stream consists of a series of lectures that loosely parallel the management component of the text. The tutorial stream addresses additional areas that either extend the lecture material or address issues too recent to be included in texts.
Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at [http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/](http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/)

Learning Outcomes

1. An understanding of aspects of the evolution of management.
2. An understanding of major approaches to management.
3. An understanding of some major functions that managers control.
4. An understanding of how organisations are structured and different approaches to structure.
5. An understanding of the difference between effectiveness and efficiency.
6. An understanding of team formation.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essay</td>
<td>30%</td>
<td>Week 6</td>
</tr>
<tr>
<td>Presentation and Report</td>
<td>30%</td>
<td>Week 9 - 13</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
</tbody>
</table>

Essay

Due: **Week 6**
Weighting: **30%**

This Assessment Task relates to the following Learning Outcomes:
- An understanding of aspects of the evolution of management.
- An understanding of major approaches to management.
- An understanding of some major functions that managers control.
- An understanding of the difference between effectiveness and efficiency.

Presentation and Report

Due: **Week 9 - 13**
Weighting: **30%**

This Assessment Task relates to the following Learning Outcomes:
- An understanding of major approaches to management.
Final Examination
Due: University Examination Period
Weighting: 40%

This Assessment Task relates to the following Learning Outcomes:
• An understanding of aspects of the evolution of management.
• An understanding of major approaches to management.
• An understanding of some major functions that managers control.
• An understanding of how organisations are structured and different approaches to structure.
• An understanding of the difference between effectiveness and efficiency.
• An understanding of team formation.

Delivery and Resources

Classes
• Number and length of classes: 1 x 2 hour lecture and 1 x 1 hour tutorial, i.e. 3 hours face to face per week unless indicated otherwise in the lecture schedule.
• Classes may vary due to public holiday(s)
• The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/

Required and Recommended Texts And/Or Materials
• Prescribed text:

ISBN 978 1 74246 623 1

The text is a compilation of chapters from relevant texts. In the catalogue it may be listed under Schermerhorn. The text is available from the Co-Op Bookshop. Copies are held in the Library's Reserve section.

• Recommended texts:

Technology Used and Required

• Students will need to be familiar with a web browser to access the unit web page.

Unit Web Page

• Course material is available on the learning management system (iLearn)
• The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MQ/

Teaching and Learning Strategy

• This unit is taught using lectures and a combination of tutorials/seminars and video presentations.
• Students are expected to read in advance of lectures, and participate in tutorials/seminars.

Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic and Reading</th>
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<tbody>
<tr>
<td>1</td>
<td>Induction Reading: no reading</td>
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<tr>
<td>2</td>
<td>Groups and Teams Reading: Text Week 2</td>
</tr>
<tr>
<td>3</td>
<td>What Management Is; What Managers Do. Reading: Text Week 3</td>
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<tr>
<td>4</td>
<td>Managing People for Productivity Reading: Text Week 4</td>
</tr>
<tr>
<td>5</td>
<td>Managing the Supply of People Reading: Text Week 5</td>
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<tr>
<td>6</td>
<td>Managing Relations with the Outside World Reading: Text Week 6</td>
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<tr>
<td>7</td>
<td>Managing the Organisation's Position in the World Reading: Text Week 7</td>
</tr>
<tr>
<td></td>
<td>MID SEMESTER BREAK</td>
</tr>
<tr>
<td>8</td>
<td>Managing the Shape of the Organisation Reading: Text Week 8</td>
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</tbody>
</table>
Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:


In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Academic Honesty

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at [http://www.mq.edu.au/policy/docs/academic_honesty/policy.html](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)

Grades

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
• CR - Credit
• P - Pass
• F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:


Grading Appeals and Final Examination Script Viewing

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals/

Special Consideration Policy

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

Student Support

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: http://students.mq.edu.au/support/.

UniWISE provides:

• Online learning resources and academic skills workshops http://www.mq.edu.au/learning_skills/
• Personal assistance with your learning & study related questions.
• The Learning Help Desk is located in the Library foyer (level 2).
• Online and on-campus orientation events run by Mentors@Macquarie.

Student Enquiry Service

Details of these services can be accessed at http://www.student.mq.edu.au/ses/.
Equity Support
Students with a disability are encouraged to contact the Disability Support Unit who can provide appropriate help with any issues that arise during their studies.

IT Help
If you wish to receive IT help, we would be glad to assist you at http://informatics.mq.edu.au/help/.

When using the university’s IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students and it outlines what can be done.

Graduate Capabilities

Creative and Innovative
Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

Assessment task
• Presentation and Report

Problem Solving and Research Capability
Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcome
• An understanding of the difference between effectiveness and efficiency.

Assessment tasks
• Essay
• Presentation and Report

Effective Communication
We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess,
write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

**Learning outcome**
- An understanding of team formation.

**Assessment tasks**
- Essay
- Presentation and Report
- Final Examination

**Discipline Specific Knowledge and Skills**
Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

**Learning outcomes**
- An understanding of aspects of the evolution of management.
- An understanding of major approaches to management.
- An understanding of some major functions that managers control.
- An understanding of how organisations are structured and different approaches to structure.
- An understanding of the difference between effectiveness and efficiency.
- An understanding of team formation.

**Assessment tasks**
- Essay
- Presentation and Report
- Final Examination

**Critical, Analytical and Integrative Thinking**
We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and
systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

**Learning outcomes**

- An understanding of major approaches to management.
- An understanding of some major functions that managers control.
- An understanding of how organisations are structured and different approaches to structure.
- An understanding of the difference between effectiveness and efficiency.

**Assessment tasks**

- Essay
- Presentation and Report

**Research and Practice**

- This unit uses research from external sources
- This unit gives you opportunities to conduct your own research