



# BBA 102

## Principles of Management

MQC3 Evening 2014

*Dept of Marketing and Management*

### Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>General Assessment Information</u>	3
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	6
<u>Unit Schedule</u>	7
<u>Learning and Teaching Activities</u>	8
<u>Policies and Procedures</u>	10
<u>Graduate Capabilities</u>	11
<u>Changes from Previous Offering</u>	14
<u>Research and Practice</u>	14

#### 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

Unit convenor and teaching staff

Moderator

Nikola Balnave

[nikki.balnave@mq.edu.au](mailto:nikki.balnave@mq.edu.au)

Lecturer-in-charge

Adrineh Mitchell

[adrineh.mitchell@mqc.edu.au](mailto:adrineh.mitchell@mqc.edu.au)

Contact via [adrineh.mitchell@mqc.edu.au](mailto:adrineh.mitchell@mqc.edu.au)

MQC - Staff room

5:30 - 6:00pm

Credit points

3

Prerequisites

Corequisites

Co-badged status

Unit description

This unit addresses areas of interest for those wishing to understand management and the nature of organisations, their structure and operation. Topics include the development of organisations and management; the context or environment of an organisation; what constitutes performance for an organisation, and sustainability.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

An understanding of major approaches to management

An understanding of some of the major functions of managers

An understanding of how organisations are structured and different approaches to structure

An understanding of the various challenges managers face in the current business

environment

## General Assessment Information

Important:

It is the responsibility of students to view their marks for each within session assessment on iLearn within 20 working days of posting. If there are any discrepancies, students must contact the unit convenor immediately. Failure to do so will mean that queries received after the release of final results regarding assessment marks (not including the final exam mark) will not be addressed.

## Assessment Tasks

Name	Weighting	Due
<u>Class Test</u>	5%	Week 4 tutorials
<u>Essay</u>	30%	Monday 5 January 2015
<u>Presentation and Participation</u>	25%	Weeks 6-12
<u>Final Examination</u>	40%	Formal examination period

### Class Test

Due: **Week 4 tutorials**

Weighting: **5%**

**Weighting:** 5%

**Date:** Week 4 tutorials

**Duration/Length:** 30 minutes / 20 multiple choice questions

### Aims and Objectives

This test aims to assess your understanding of the material covered in the Weeks 1 - 3 lectures. It will be conducted during the Week 4 tutorials and involves 20 multiple choice questions, each worth a quarter of a mark. The objective of the test is to provide students with feedback on an early assessment task within the first third of the study period.

On successful completion you will be able to:

- An understanding of major approaches to management

- An understanding of some of the major functions of managers
- An understanding of the various challenges managers face in the current business environment

## Essay

Due: **Monday 5 January 2015**

Weighting: **30%**

**Weighting:**                      **30%**

**Due Date:**                      **Monday at 7.00 pm (Week 8)**

**Duration/Length:**    **1500 Words**

### **Submission Details:**

All students must submit their essays electronically through Turnitin using the link on iLearn, and in hard copy to your lecturer by 7.00pm on the due date.

Hard copies must be identical to the electronic version submitted.

Late essays must also be submitted through Turnitin and a hard copy should be submitted to reception, level 2 reception, MQC campus to be date stamped and forwarded to your tutor for marking.

### **Aims and Objectives**

This assessment encourages students to:

- Understand the challenges facing organisations in the contemporary business environment.
- Provide a critical perspective of the academic literature on a topic.
- Construct a sustained argument in response to the question.
- Utilise and conform to the principles of academic rigour in the production of an acceptable, formal response to the question.

On successful completion you will be able to:

- An understanding of major approaches to management
- An understanding of some of the major functions of managers
- An understanding of the various challenges managers face in the current business environment

## Presentation and Participation

Due: **Weeks 6-12**

Weighting: **25%**

**Weighting:** 25%

- *Group report and presentation = 15%*
- *Participation = 10%*

**Due Date:** Tutorial weeks 6 - 12

**Duration/Length:**

- *Group presentation – 30 minutes*
- *Group written report – 1000 words*

**Submission Details:** Present and submit report at assigned tutorial and participate in class discussion initiated by other groups on a weekly basis.

### Aims and Objectives

This assessment encourages students to:

- Work effectively as a team.
- Consider a range of perspectives and findings on a management-related topic.

On successful completion you will be able to:

- An understanding of major approaches to management
- An understanding of some of the major functions of managers
- An understanding of how organisations are structured and different approaches to structure
- An understanding of the various challenges managers face in the current business environment

## Final Examination

Due: **Formal examination period**

Weighting: **40%**

**Weighting:** 40%

**Due Date:** Formal Examination Period

**Duration:** 2 Hours

A final examination is included as an assessment task for this unit to provide assurance that:

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

The final examination will be of two hour duration and will be held during the University Examination period. The exam will include multiple choice and short answer questions.

On successful completion you will be able to:

- An understanding of major approaches to management
- An understanding of some of the major functions of managers
- An understanding of how organisations are structured and different approaches to structure
- An understanding of the various challenges managers face in the current business environment

## **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)

### **Required text**

Robbins, S., DeCenzo, D., Coulter, M. and Woods, M. (2014), Management: The Essentials 2<sup>nd</sup> Edition. Pearson: Frenchs Forest, NSW.

The text is available from the Co-Op Bookshop. Copies are held in the Library's Reserve section.

### **Technology Used and Required**

Students will need to be familiar with a web browser to access the unit web page. Students are also required to access the companion website which accompanies the text.

### **Unit web page**

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MQ/>

### Consultation hours

Students are encouraged in the first instance to post questions on the Administration Discussion Board on iLearn. Your questions will be answered relatively quickly, and you may find that your questions have already been asked and answered.

Adrineh Mitchell's consultation hour is Monday 5:00pm to 6:00pm or by appointment. Her contact details are listed above. Speak to her directly before or after class to arrange a mutually convenient time. You may email her directly.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

### Changes from previous offering

Lecture materials have been updated.

Students are required to gain a mark of 50% overall in order to pass the unit.

## Unit Schedule

Week	Week Commencing	Lecture Topic and Reading	Tutorials
1	10 November	Managers and management Reading: Chapter 1	Introduction
2	17 November	The external management environment Reading: Chapter 2	Essay writing
3	24 November	Ethics, sustainability and CSR Reading: Ethics & social responsibility module + additional readings on iLearn	Case study p. 19
4	1 December	Foundations of planning Reading: Chapter 4	<b>Class test</b>
5	8 December	Foundations of decision making Reading: Chapter 3	Effective presentation skills
6	15 December	Organisational structure and design Reading: Chapter 5	Group presentation 1

7	22 December	Managing human resources Reading: Chapter 6	Group presentation 2
	25 December - 2 January	<b>CHRISTMAS BREAK</b>	
8	5 January	Managing change and innovation Reading: Chapter 7	Group presentation 3  <b>Essay due</b>
9	12 January	Understanding groups and managing work teams Reading: Chapter 9	Group presentation 4
10	19 January	Motivating and rewarding employees Reading: Chapter 10	Group presentation 5
11	26 January	Leadership and trust / Communication and interpersonal skills Reading: Chapters 11 & 12  Australia Day public holiday. Lecture material will be recorded for students.	Group presentation 6
12	2 February	Foundations of control Reading: Chapter 13	Group presentation 7
13	9 February	Exam briefing	Unit review

## Learning and Teaching Activities

### 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 outcomes: An understanding of major approaches to management An understanding of the various challenges managers face in the current business environment Assessment tasks Essay Presentation and participation

## 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 outcomes: An understanding of major approaches to management An understanding of some of the major functions of managers An understanding of how organisations are structured and different approaches to structure An understanding of the various challenges managers face in the current business environment Assessment tasks: Essay Presentation and Participation 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 major approaches to management • An understanding of some of the major functions of managers • An understanding of how organisations are structured and different approaches to structure • An understanding of the various challenges manager's face in the current business environment Assessment tasks • Class Test • Essay • Group work and participation • 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 of the major functions of managers • An understanding of how organisations are structured and different approaches to structure • An understanding of the various challenges managers face in the current business environment Assessment tasks • Essay • Group work and participation • Final Examination

## 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:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

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

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

**Submission of assessments:** All students must submit their essays through Turnitin using the link on iLearn by the due date. Hard copies must be submitted to Lecturers. Hard copies must be identical to the electronic version submitted. Late essays must also be submitted through Turnitin and a hard copy should be submitted to reception, level 2, MQC campus building to be date stamped and forwarded to your tutor for marking.

**Extension requests:** 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 disruption to studies 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/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

**Late submissions:** No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. A student who submits a late assessment will be penalised by 20% per day up until 72 hours after the due date i.e. marks equal to 20% of the assignment's

weight will be deducted as a 'flat rate' from the mark awarded. For example, for an assignment that has a possible highest mark of 30, the student's awarded mark will have six marks deducted for each late day. Saturday and Sunday each count as one day. Assessments will not be accepted 72 hours after the due date. This penalty does not apply for cases in which an application for disruption to studies is made and approved.

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <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.

## Graduate Capabilities

### 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 major approaches to management
- An understanding of some of the major functions of managers
- An understanding of how organisations are structured and different approaches to structure
- An understanding of the various challenges managers face in the current business environment

## **Assessment tasks**

- Class Test
- Essay
- Presentation and Participation
- 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 of the major functions of managers
- An understanding of how organisations are structured and different approaches to structure
- An understanding of the various challenges managers face in the current business environment

## **Assessment tasks**

- Class Test
- Essay
- Presentation and Participation
- Final Examination

## 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 outcomes

- An understanding of major approaches to management
- An understanding of the various challenges managers face in the current business environment

### Assessment tasks

- Class Test
- Essay
- Presentation and Participation
- Final Examination

## 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 outcomes

- An understanding of major approaches to management
- An understanding of some of the major functions of managers
- An understanding of how organisations are structured and different approaches to structure
- An understanding of the various challenges managers face in the current business environment

### Assessment tasks

- Class Test
- Essay
- Presentation and Participation

- Final Examination

## Changes from Previous Offering

Lecture materials have been updated.

## Research and Practice

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

### Recommended texts:

Jones, G. and George, J. (2012). Essentials of Contemporary Management 4<sup>th</sup> Edition. McGraw-Hill: Boston.

Nash, G. (2011). A Guide to Writing Argumentative Essays. Wiley: Milton.

Samson, G. and Daft, R. (2012). Fundamentals of Management 4<sup>th</sup> Edition. Cengage: South Melbourne.