GMBA801

Know Your People

GMBA Term 5 Online 2019

Department of Management

Contents

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General Information

Unit convenor and teaching staff
Unit Convenor
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Teaching Assistant
Linden Misselbrook
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Academic Program Director
Associate Professor Lan Snell
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Credit points
2

Prerequisites
Admission to GMBA

Corequisites

Co-badged status

Unit description
Organisations have changed from being hierarchical and siloed towards being flatter and team-driven. Now, more than ever, the manner by which people are managed and led has become crucial for organisational success. This unit considers a range of concepts, theories, and methodologies to navigate and optimise workplace relationships in this new organisational context. You will learn how to motivate and manage people in their organisation, focusing on strategy, employee experience and performance management. Through structured learning activities, you will examine the available evidence concerning the approaches and contingencies that enhance employee, team and organisational outcomes through the lenses of talent, diversity, culture as well as human resource management, and advance strategies to enact positive outcomes in simulated and real-life scenarios. Particular focus is placed on the changes associated with the future of work and the implications for managing people in complex and dynamic environments.

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:

> Comprehend, critically analyse and apply a range of theories and methodologies to enhance employee experience, motivation, and performance.

> Develop and analyse strategies for managing individuals and teams to best position organisations in their response to strategic opportunities and threats.

> Understand and manage individual differences, diversity and inclusion in order to advance organisational sustainability and success.

General Assessment Information

Submission

You will submit your assessment tasks via your online unit on Coursera.

For individual submissions, please use the following naming convention for your file:

lastname-firstname-GMBAxxx-A1.*

lastname-firstname-GMBAxxx-A2.*

For group submissions, please use the following naming convention for your file:

team-number-GMBAxxx-A1.*

team-number-GMBAxxx-A2.*

Extensions

Please note that no extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission = 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

For any questions regarding your assignment submission or to apply for special consideration, please send an email to globalmba.support@mq.edu.au.

Formatting instructions

These instructions pertain only to written assignments. In the case of other formats (e.g., slide decks) specific formatting instructions may apply. Written assignments should be in 11 point Arial font with 1.5 line spacing. Each page of the report should be numbered and have at minimum 2.5 cm margins from the left and right edges and top and bottom of the page. The word count is strictly enforced. The actual word length of the document, not including references or appendices, should be clearly stated on the title page of the report. Written assignments should have the following structure:

1. A title page with the assignment title, your student name and student number, word count of the text

2. The body of the report structured with paragraphs and with appropriate headings and citations, including page numbers.

3. Complete reference list of material cited in the text.

Referencing

Please use the American Psychological Association (APA) 6th edition reference style. This means that when referring to an article or book etc, you indicate the author's name followed by the year of publication (Jones, 1989). For multiple authors include all names (Jones, Smith, & Wilson, 1990). If you use a direct quote put the quoted words in "quotation marks" and include the page number with the reference (Jones, 1989, p. 76). A reference list should be presented in alphabetical order at the end of the paper. Further information on APA style is available at http://libguides.mq.edu.au/content.php?pid=85232&sid=634282

Commercial in Confidence

Please note that you must not disclose any information marked 'Commercial in Confidence' without permission from the party who supplied it (e.g., your current or previous employer, customers, etc.).

Assessment Tasks

Name	Weighting	Hurdle	Due
Critical analysis	40%	No	17 September 2019 11:59pm (AEST)
Case study	60%	No	9 October 2019 11:59pm (AEDT)

Critical analysis

Due: **17 September 2019 11:59pm (AEST)**
Weighting: **40%**

Length: max. 1,500 words (excl. references)

Format: Written report

Task: In this assignment, you will investigate a current issue in the workplace (e.g., diversity, aging workforce) and analyse the issue in relation to the theories and frameworks discussed in the unit.

For detailed information and the marking criteria, please refer to the section **Course Resources - Assessment Information** in your online unit. You will submit your completed task via the

Assignment submission link in your online unit.

On successful completion you will be able to:

- Comprehend, critically analyse and apply a range of theories and methodologies to enhance employee experience, motivation, and performance.
- Develop and analyse strategies for managing individuals and teams to best position organisations in their response to strategic opportunities and threats.
- Understand and manage individual differences, diversity and inclusion in order to advance organisational sustainability and success.

Case study

Due: **9 October 2019 11:59pm (AEDT)**
Weighting: **60%**

Length: max. 2,000 words (excl. references)

Format: Written report

Task: In this assignment you will create, analyse, and develop solutions for a case study based on your current (or past) experience that centres on a problem related to teams or teamwork.

For detailed information and the marking criteria, please refer to the section **Course Resources - Assessment Information** in your online unit. You will submit your completed task via the Assignment submission link in your online unit.

On successful completion you will be able to:

- Comprehend, critically analyse and apply a range of theories and methodologies to enhance employee experience, motivation, and performance.
- Develop and analyse strategies for managing individuals and teams to best position organisations in their response to strategic opportunities and threats.
- Understand and manage individual differences, diversity and inclusion in order to advance organisational sustainability and success.

Delivery and Resources

Required text

There is no required textbook for this unit. Please refer to the weekly required readings in your online unit. All readings are available via the Macquarie University library and do not need to be purchased separately.

Delivery method

This unit will be delivered entirely online via the Coursera Learning Management System. Access

to a personal computer is required to access the resources and learning materials on Coursera.

Unit Schedule

For this unit, Live Events (via the web conferencing software Zoom) will take place on Tuesday evenings from 6pm to 7pm (AEST/AEDT), starting from 3 September 2019 and finishing on 8 October 2019. The links to the events are available via **Live Events** in the online unit. Students are strongly advised to attend all live events. Recordings of the live events will be made available and can be accessed via **Course Resources** in the online unit.

Students are expected to complete all asynchronous learning activities (videos, discussion prompts, quizzes and peer-reviews) for that week before the scheduled Live Event in order to successfully participate in the event.

Please note: The teaching schedule is subject to change. Please refer to your online unit for the latest schedule.

Week	Live Events	Assessments
1	Tuesday 3 September 2019, 6.00-7.00pm (AEST)	
2	Tuesday 10 September 2019, 6.00-7.00pm (AEST)	
3	Tuesday 17 September 2019, 6.00-7.00pm (AEST)	**A1 due**: Tuesday 17 September 2019, 11:59pm (AEST)
4	Tuesday 24 September 2019, 6.00-7.00pm (AEST)	
5	Tuesday 1 October 2019, 6.00-7.00pm (AEST)	
6	Tuesday 8 October 2019, 6.00-7.00pm (AEDT)	**A2 due**: Wednesday 9 October 2019, 11:59pm (AEDT)

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public

- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct

Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

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) 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

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcome

- Understand and manage individual differences, diversity and inclusion in order to advance organisational sustainability and success.

Assessment tasks

- Critical analysis
- Case study

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Comprehend, critically analyse and apply a range of theories and methodologies to enhance employee experience, motivation, and performance.
- Develop and analyse strategies for managing individuals and teams to best position organisations in their response to strategic opportunities and threats.
- Understand and manage individual differences, diversity and inclusion in order to advance organisational sustainability and success.

Assessment tasks

- Critical analysis

- Case study

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Comprehend, critically analyse and apply a range of theories and methodologies to enhance employee experience, motivation, and performance.
- Develop and analyse strategies for managing individuals and teams to best position organisations in their response to strategic opportunities and threats.

Assessment tasks

- Critical analysis
- Case study

Guide to navigating your unit

Each term is six weeks long which means we are up and running in week 1. Make sure you stay on top of the required work each week so that you do not fall behind. Here is a guide on how to navigate this unit.

0. Assessment

For all the details on the assessment in this unit, please go to Resources in the main navigation of your unit and click on Assessment Information.

Each week contains several elements

1. Lesson

(a) Video lectures

These brief lectures cover core concepts and fundamentals.

(b) Core readings and further resources

There are required readings for most lessons that provide more depth to each of the topics. The majority of these readings are available only through the Macquarie University Library, and we have linked most of them for easy access. You will require your MQID in order to login to the Library. There is usually at least required reading per topic. You can also choose to dive deeper into a topic of interest by exploring the optional further resources that are available.

Tip: Make sure to work through the Library resources in Onboarding to familiarise yourself with

the techniques to use the Library most efficiently and productively.

2. Live Events

A live event will be run every week. While attendance is not mandatory, we strongly encourage students to attend as part of the enriching learning experience. All live events will be recorded for those unable to attend. Make sure you work through the week's materials before you attend. There may also be specific instructions for preparation. You can access the Live Events tab via the main unit navigation. The more you prepare for these events, the more you will get out of them.

Recordings will be available via the Resources tab in the main unit navigation. You will also have the opportunity to discuss content questions with your unit convenor via the Weekly Discussion Forum.

3. Weekly Discussion Forum

Use the Weekly Discussion Forum to engage with your peers and with the weekly topics. Share and grow with your peers in the unit. The unit convenor and the teaching assistant will monitor the forum(s) and engage where appropriate.

4. Practice

The Practice section provides plenty of opportunities to check your understanding of the topic. Practice makes permanent! The section is optional, and it is really up to you how much you want to engage with the exercises in the Practice section.

(a) Recall and practice quizzes

Recall and practice quizzes can be attempted multiple times. The questions are based on the video lectures and readings. Feedback is embedded to direct you back to specific resources to help you improve. Short recall activities have been shown to improve long-term retention of core concepts and fundamentals. The results of these practice quizzes are not assessed and therefore not part of the final grade for the unit.

(b) Practice tasks and challenges

Some weeks contain practice tasks and challenges. These are a great opportunity for you to apply what you have learned that week in different contexts, reflect on key questions about the topic and familiarise yourself even further with the week's topic. Similar to the recall and practice quizzes, the practice tasks and challenges are not assessed and therefore not part of the final grade for the unit.

5. Habit Corners

We are what we repeatedly do. What daily practices should you work towards to improve yourself personally and professionally? The habit corner brings research and practice together and is designed to help develop applied best practices.