MGMT110
Introduction to Management

SUBJECT OUTLINE
Wollongong Campus
Autumn 2007

6 Credit Points

LECTURE
Thursday, 10:30-12:30
Building 40 Room Hope Theatre

REPEAT
Thursday, 17:30-19:30
Building 20 Room 4

SUBJECT COORDINATORS : Dr. Mario Fernando
                          Michael Gross

HEAD TUTOR : Zeenie Hannif

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            Michael Gross 42214969
            Zeenie Hannif 42213574

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        Michael Gross mgross@uow.edu.au
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OFFICE : Mario Fernando 40.143
         Michael Gross 40.G09
         Zeenie Hannif 40.119

CONSULTATION TIMES : Mario Monday 12.30-3.30
                      Thursday 9.30-10.30
                      Michael Wednesday 2.30-4.30
                      Thursday 3.30-5.30
                      Zeenie Thursday 10.00-12.00, 2.00-3.00
                      Friday 9.30-10.30
Subject Description
This subject will introduce students to key management theories and concepts including organisational culture, social responsibility, ethics, managing groups, motivating employees, planning, managing human resources and employment relations, strategic management, decision-making, managing operations, leadership and foundations of management control. The course is designed to provide an opportunity for students to acquire understanding through a series of lectures supported by student participation in simulation activities. The subject is presented from the point of view of managers, but students will learn how the different interests between organisational stakeholders affect various management processes.

Subject Objectives
On successful completion of this subject, the student should:

1. describe the workplace environment and its major influences in the business world;
2. explain various managerial roles and challenges in contemporary business organisations;
3. describe and compare a range of major perspectives in management theory and practice;
4. analyse management theory through reflection on simulations and case studies; and
5. explain the role management and other stakeholders have to play in developing competitive, productive, rewarding and delightful organisations.

Tertiary Literacies
In the achievement of these learning objectives, the following tertiary literacies are regarded as central to the subject:

1. A commitment to continued and independent learning, intellectual development, critical analysis and creativity.
2. An ability to logically analyse issues, consider different options and viewpoints and implement decisions.
3. Coherent and extensive knowledge in a discipline appropriate ethical standards and, where appropriate defined professional skills.
4. A capacity for, and understanding of, teamwork.
5. Self-confidence combined with oral and written communication skills of a high level.

Required Text

Recommended Reading and Viewing


**E-Readings (off the subject website)**


This is not an exhaustive list of references. Students are expected to use the library catalogue and databases to locate additional resources, and attend the library skills and learning development sessions (see lecture schedule).
### SECTION A: General Information

#### Lecture Times

<table>
<thead>
<tr>
<th>Lectures will be held on</th>
<th>Thursday</th>
<th>10.30AM-12.30AM</th>
<th>Building No., 40 Hope Theatre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repeat</td>
<td>Thursday</td>
<td>17.30PM-19.30PM</td>
<td>Building No., 20 Room 4</td>
</tr>
</tbody>
</table>

#### Lecture Program

<table>
<thead>
<tr>
<th>Wk</th>
<th>Week starting</th>
<th>Topics Covered</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>26/02/07</td>
<td>INTRODUCTION TO MANAGEMENT (<em>MARIO</em>)</td>
<td>Chapter 1</td>
</tr>
<tr>
<td>2</td>
<td>05/03/07</td>
<td>MANAGEMENT YESTERDAY AND TODAY (<em>MARIO</em>)</td>
<td>Chapter 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Library Skills Session</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>12/03/07</td>
<td>MANAGING GROUPS AND MANAGERIAL COMMUNICATION (<em>MARIO</em>)</td>
<td>Chapters 14 &amp; 17</td>
</tr>
<tr>
<td>4</td>
<td>19/03/07</td>
<td>PLANNING AND STRATEGIC MANAGEMENT (<em>MARIO</em>)</td>
<td>Chapters 7 &amp; 8</td>
</tr>
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<td></td>
<td></td>
<td><strong>ASSESSMENT 1 (POSTER PROPOSAL) DUE IN TUTORIAL</strong></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>26/03/07</td>
<td>DECISION-MAKING, CHANGE AND INNOVATION (<em>MARIO</em>)</td>
<td>Chapters 6 &amp; 12</td>
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<td></td>
<td></td>
<td>Learning Development Session</td>
<td></td>
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<tr>
<td>6</td>
<td>02/04/07</td>
<td>MOTIVATING EMPLOYEES (<em>MICHAEL</em>)</td>
<td>Chapter 15</td>
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<td></td>
<td>No tutes-- Good Friday Week</td>
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<tr>
<td>7</td>
<td>09/04/07</td>
<td>Mid-Session recess – 1 week</td>
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<tr>
<td>8</td>
<td>16/04/07</td>
<td><strong>Group Poster Activity Week – no lecture/tutes</strong></td>
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<tr>
<td>9</td>
<td>23/04/07</td>
<td>LEADERSHIP (<em>MICHAEL</em>)</td>
<td>Chapter 16</td>
</tr>
<tr>
<td>10</td>
<td>30/04/07</td>
<td>SOCIAL RESPONSIBILITY AND ETHICS (<em>MICHAEL</em>)</td>
<td>Chapter 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>ASSESSMENT 2 (POSTER) DUE IN TUTORIAL</strong></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>07/05/07</td>
<td><strong>ASSESSMENT 2: POSTER PRESENTATION DURING LECTURE (<em>MARIO</em>)</strong></td>
<td>Chapter 3</td>
</tr>
<tr>
<td>12</td>
<td>14/05/07</td>
<td>ORGANISATIONAL CULTURE (<em>MICHAEL</em>)</td>
<td>Chapter 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>ASSESSMENT 3 (REFLECTIVE ESSAY) DUE IN TUTORIAL</strong></td>
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<tr>
<td>13</td>
<td>21/05/07</td>
<td>ORGANISATIONAL STRUCTURE AND DESIGN (<em>MICHAEL</em>)</td>
<td>Chapter 10</td>
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<td></td>
<td>EXAM GUIDELINES</td>
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<tr>
<td>14</td>
<td>28/05/07</td>
<td>HUMAN RESOURCES &amp; EMPLOYMENT RELATIONS (<em>MICHAEL</em>)</td>
<td>Chapter 11</td>
</tr>
</tbody>
</table>
This schedule may be subject to change.

**Tutorial Schedule**

<table>
<thead>
<tr>
<th>Wk</th>
<th>Week starting</th>
<th>Tutorial questions and activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>26/02/07</td>
<td>No formal tutorials. Subject coordinator and tutor(s) will be available for consultation.</td>
</tr>
<tr>
<td>2</td>
<td>05/03/07</td>
<td>Introduction to tutorials and assessment guidelines. Group formation. Detail rundown of the subject outline including referencing guidelines, plagiarism and mandatory course requirements.</td>
</tr>
</tbody>
</table>
| 3  | 12/03/07      | Case application – Timbuk2 (pp.70-71)  
Group Project work |
| 4  | 19/03/07      | Case application – It’s a jungle out there! (pp.513-514)  
Group Project work: **ASSESSMENT 1 (POSTER PROPOSAL) DUE IN TUTORIAL** |
| 5  | 26/03/07      | Planning and Strategic management: Q2; Q3; Q4 (p.285)  
Group Project work |
| 6  | 02/04/07      | No tute classes—Good Friday week |
| 7  | 09/04/07      | **Mid-session recess – one week** |
| 8  | 16/04/07      | **Group Poster Activity Week – no lecture/tutes** |
| 9  | 23/04/07      | Working together: Team-based exercise (p.230)  
Final Group Project work session |
| 10 | 30/04/07      | Reflective essay writing skills: **ASSESSMENT 2 (POSTER) DUE IN TUTORIAL** |
| 11 | 07/05/07      | Ethical dilemma, Group exercise (p.557): Option A, B or C?  
**ASSESSMENT 2 PRESENTATION DURING LECTURE** |
| 12 | 14/05/07      | Case application – Arthur Andersen (pp.192-193)  
**ASSESSMENT 3 (REFLECTIVE ESSAY) DUE IN TUTORIAL** |
| 13 | 21/05/07      | Exam preparation: Answering essay and multiple choice questions |
| 14 | 28/05/07      | Case application – Australian Defence Force (pp.110-111) |
SECTION B: Assessment

Assessment 1

<table>
<thead>
<tr>
<th>Title</th>
<th>Poster Proposal</th>
</tr>
</thead>
</table>

Marking criteria

All group members will receive equal marks.
You are to submit an outline explaining the proposed topic and the key themes of your poster presentation (assessment 2).
Your report should consist of

1. the poster title (1/2 mark)
2. a brief description of the issue (1 mark)
3. the list of stakeholders involved in the issue (1 mark)
4. how your group will apply at least two (02) management theories to the main issues raised in the poster (2 marks), and
5. a clear indication of each member’s responsibility for producing the poster (1/2 mark).

During the course of preparation for assessments 1 and 2, you will find it helpful to refer to the subject website material on creating effective visual messages.

Length

Between 400-500 words

Weighting

5%

Due date

Week 4 tutorials

Category of assignment

This is a Category 2 assignment (see definitions below).
Where assignment is to be submitted and returned | Hand in to your tutor during Week 4 tutorials. Marked proposals will be returned by your tutor during Week 5 tutes. Tutors will retain a copy of your proposal to monitor the progress of your group poster project. In the event of any disputes on member contributions, these proposals will be used to award marks accordingly.

<table>
<thead>
<tr>
<th>Assessment 2</th>
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</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
<tr>
<td><strong>Marking criteria</strong></td>
</tr>
<tr>
<td><strong>Length</strong></td>
</tr>
<tr>
<td><strong>Weighting</strong></td>
</tr>
<tr>
<td><strong>Due date</strong></td>
</tr>
<tr>
<td><strong>Category of assignment</strong></td>
</tr>
<tr>
<td><strong>Where assignment is to be submitted and returned</strong></td>
</tr>
</tbody>
</table>
| **Style and format** | In the first tutorial, you will be formed into groups of 4-6. Your group will be working together to research and explore a contemporary management issue that has attracted national and/or international media attention during the past ten years. You are expected to apply at least two management theories learnt in class to these issues. Some examples of topics that your group might decide to explore would be issues related to the role of organisations in our society, workplace stress, social responsibility, business ethics, privacy in the workplace, telecommuting, drug testing etc. Your tutor will help your group select its topic, shape your research strategy and identify resources.

On a standard sized poster, you will be expected to display the findings of your research in an informative and visually compelling way. Full academic referencing is required (back of poster). By 9.30 am on May 7th, your tutor will display your poster in a location to be informed later. At least one group member should be prepared to answer any questions about your poster from your classmates and other guests. You will, of course, also have the opportunity to review and ask questions about the work done by other research groups.

In the event that you have any concern/s about a member's contribution to this group activity, all group members are encouraged to set up a meeting with the relevant tutor to address the concern/s before the submission of the poster. |
## Assessment 3
### Reflective Journal Essay

**Marking criteria**
The purpose of the journal is to help you to extend your learning and to make direct linkages between what is being taught in class and relevant personal experiences in an organisational environment. In this instance, the organisation is your group, and the output of your organisation is your poster produced for assessment 2.

You will be marked on your ability to demonstrate and apply the depth of your understanding of management theory to your experiences in producing this poster in a group (organisational) environment.

**Duration:** 2000 words

**Weighting:** 30%

**Category of assignment**
This is a Category 3 assignment.

**Due Date**
During your Week 11 tutorial. Marked essays will be returned during Week 13 tutorials.

**Style and format:**
This is an opportunity for you to reflect and critique your experiences. You should apply your understanding of material on

1. managing groups and managerial communication;
2. planning;
3. leadership;
4. motivation; and
5. decision-making

to your experiences as an organisational member involved in the creation of your group poster. Using relevant theories and concepts from the above five topics, in your essay, you should

- critically evaluate how well or badly you thought the group (organisation) performed and
- discuss what you think the group (organisation) might have done differently to improve the way in which it worked and, by extension, its final product.

To help you to develop the reflective essay, you will maintain a weekly journal entry of the ‘engagements’ with the theoretical material being studied during each of the five weeks covering managing groups and managerial communication, planning, decision-making, motivation and leadership. **Note that your weekly journal entry should be on the topic assigned for that week’s lecture** (refer to Appendix B for format).
The journal will take the form of a table of 4 columns.

- The first column should identify the concept, model or theory being discussed;
- The second column should include a brief explanation of your experience in relation to the concept, model or theory in column 1;
- The third column must demonstrate evidence of your analysis and critical reflection of the relationship (e.g. similarity, difference, importance etc.) between theory (column 1) and practice (column 2); and
- The fourth column, a brief reference to the source/s of information in columns 1 and 2. You are expected to refer to academic sources particularly academic journal articles accessible through electronic databases such as Proquest and Emerald. Non-academic sources are not acceptable (e.g. Wikipedia).

At Week 11 tutorial, you will submit to your tutor in class

- the journal with an entry for each session that covered the assigned topics: managing groups and managerial communication, planning, decision-making, motivation and leadership, and
- a 2000-word (give or take 100) reflective critical essay describing three entries from the journal. The evidence for these three entries should be found in the journal entries.

During the course of preparation for assessment 3, you will find it helpful to refer to the subject website material on

- critical thinking and writing, and
- the sample journal entry.

Attending the free essay writing workshops conducted by the learning development centre will also help you to develop good writing and critiquing skills required for the reflective essay (visit http://www.uow.edu.au/student/services/ld/workshop.html).

Examinations

<table>
<thead>
<tr>
<th>Final Examination</th>
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<tbody>
<tr>
<td>Weighting</td>
</tr>
<tr>
<td>Date</td>
</tr>
<tr>
<td>Time allowed</td>
</tr>
<tr>
<td>Structure of paper</td>
</tr>
</tbody>
</table>

**NOTE:** The examination format cannot be changed from that stated above without the written consent of all students enrolled in this subject.
### APPENDIX A

**Poster Presentation Marking Criteria**

**Assessment 2: 15 Marks**

<table>
<thead>
<tr>
<th>Key Criteria</th>
<th>Marks</th>
<th>Excellent (76% and over)</th>
<th>Very Good (66-75%)</th>
<th>Good (51-65%)</th>
<th>Satisfactory (41-50%)</th>
<th>Unsatisfactory (0-40%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESEARCH EFFORT: Has the topic been fully</td>
<td>/4</td>
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<tr>
<td>researched and referenced?</td>
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<tr>
<td>QUALITY AND EXTENT OF ANALYSIS: Has the group</td>
<td>/5</td>
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<tr>
<td>demonstrated a depth of understanding of</td>
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<td>management theory and practice (application of</td>
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<tr>
<td>two management theories)?</td>
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<tr>
<td>BALANCED PERSPECTIVE: Has the group attempted to</td>
<td>/3</td>
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<tr>
<td>provide a range of views on the topic? Is there</td>
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<tr>
<td>a balance between theory and practice?</td>
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<td>VISUAL COMMUNICATION: To what extent is the</td>
<td>/3</td>
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<td>poster visually striking and appealing? Does it</td>
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<td>present information in an economical yet</td>
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<td>powerful way? Is it memorable?</td>
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<tr>
<td>TOTAL</td>
<td>/15</td>
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</tbody>
</table>
### ASSESSMENT 3

#### Journal format

<table>
<thead>
<tr>
<th>Topic</th>
<th>Column 1 Concept/Model /Theory</th>
<th>Column 2 Practice in Group (Organisation)</th>
<th>Column 3 Analysis and Reflection between Theory and Practice</th>
<th>Column 4 Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week 3:</strong> Managing groups and managerial communication</td>
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<tr>
<td><strong>Week 4:</strong> Planning and Strategic Management</td>
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<td><strong>Week 5:</strong> Decision-making, Change and Innovation</td>
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<td><strong>Week 6:</strong> Motivating employees</td>
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<td><strong>Week 8:</strong> Leadership</td>
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</table>
Appendix C

Assessment 3: 30 Marks

Marking Criteria

The marks are allocated for the quality of reflective learning apparent in the reflective essay arising from the analysis described in the journal entries. The 2000-word reflective critical essay is the document being marked, but will be graded based on the degree it is supported by the journal material prepared over the specified weeks.

1. Evidence of research effort and referencing (15 marks)

- Demonstration of own understanding rather than just paraphrasing or copying the text, both in the essay and the journal entries (4)
- Quality and extent of analysis: use of relevant models and concepts in relation to the group (organisational) experience in the journal (5)
- Quantity of written research: 2000 words (give or take 100) reflective essay supported by at least one journal entry per each specified lecture topic. The essay to address issues arising from any three of the journal entries (3)
- Harvard referencing used in the essay (3)

COMMENTS:........................................................................................................................
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MARK:

2. Structure, argument and evidence of critical thinking (12 marks)

- Argument is presented in the essay backed by the journal entries (2)
- Essay has a discernable ‘introduction, body and conclusion’ (1)
- Discussion demonstrating critical thinking: more reflective material than just a simple ‘copy and paste’ in the essay (6)
- Conclusion follows argument in body of the report (3)

COMMENTS:........................................................................................................................
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MARK:

3. Written expression and grammar (3 marks)

- Logical flow of ideas in paragraphs and overall text (1)
- Punctuation conveys correct meaning of sentence (1)
- Correct spelling (1)

COMMENTS:........................................................................................................................
...............................................................................................................................................
...............................................................................................................................................
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MARK:

TOTAL MARK:.........../30