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.

**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.

**SCHEDULE**

**Textbook for MGMT1003 (required):**


Accessing online materials from textbook website: Your textbook comes with interactive online study tools that complement the lectures and tutorials in the course. Follow the instructions below to access these online resources:

1. Inside your book, you will find a tear-out card labeled “sign in and succeed”. Carefully detach the card from the book along the perforated lines.
2. Open the card. It contains your access code required for registration.
4. Click on “Create My Account.”
5. Enter your details and access code.
6. Record your email address and password for future visits.
7. Once registered you gain access to the following resources:
   1. CourseMate
   2. Search Me!
8. If you encounter problems with your access, email customerservice@cengage.com (cdn-cgi/l/email-protection#44252a3e6a273137302b292136372136322d27210427212a232523216a272b29).

2 copies of the textbook have been placed on reserve (short-term loan) in the Chiefly Library.

**Research-Led Teaching**

This course draws on and teaches models and frameworks based on empirical research in management theory and organisational behaviour and as such, takes an evidence-based approach to management. The assessment in the course requires students to engage in analytic and critical thinking and the application of the models and frameworks to observational data. Further, students will be provided with the opportunity to develop research literacy through the use of examples and discussion of research design and methodology relevant to the discipline.
The course convenor has both research and practical experience in several topics covered in the course and will incorporate discussion of this experience into the lectures. The tutorial activities will also be guided by research findings in the discipline. There will also be short presentations by academics in class on their research interests & findings.

**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 tasks will be provided in tutorials and lectures.
2. Feedback on the in-class assessment and final exam will be provided in tabular and graphical formats.
3. Written feedback will be provided on the two assignments.

Details of feedback specific to each aspect of assessment can be found on Wattle.

<table>
<thead>
<tr>
<th>When</th>
<th>Topic</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lecture</strong></td>
<td><strong>Week 1</strong></td>
<td><strong>Introduction to Management</strong></td>
</tr>
<tr>
<td></td>
<td>18/02/2016</td>
<td><strong>Required reading:</strong></td>
</tr>
<tr>
<td></td>
<td>9:00 AM - 11:00 AM</td>
<td>1. Textbook Chapter 1 - Management</td>
</tr>
<tr>
<td></td>
<td>Law T</td>
<td><strong>NO TUTORIALS THIS WEEK</strong></td>
</tr>
<tr>
<td><strong>Lecture</strong></td>
<td><strong>Week 2</strong></td>
<td><strong>Management History</strong></td>
</tr>
<tr>
<td></td>
<td>25/02/2016</td>
<td><strong>Required reading:</strong></td>
</tr>
<tr>
<td></td>
<td>9:00 AM - 11:00 AM</td>
<td>1. Textbook Chapter 2 - History of Management</td>
</tr>
<tr>
<td></td>
<td>Law T</td>
<td><strong>EVEN GROUP TUTORIALS START THIS WEEK</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Groups 2, 4, 6 &amp; 8)</td>
</tr>
<tr>
<td><strong>Lecture</strong></td>
<td><strong>Week 3</strong></td>
<td><strong>Organisational Culture, Ethics &amp; Social Responsibility</strong></td>
</tr>
<tr>
<td></td>
<td>03/03/2016</td>
<td><strong>Required reading:</strong></td>
</tr>
<tr>
<td></td>
<td>9:00 AM - 11:00 AM</td>
<td>1. Textbook Chapter 3 - Organisational environments and culture</td>
</tr>
<tr>
<td></td>
<td>Law T</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Textbook Chapter 4 - Ethics and social responsibility</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>ODD GROUP TUTORIALS START THIS WEEK</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Groups 1, 3, 5 &amp; 7)</td>
</tr>
<tr>
<td><strong>Lecture</strong></td>
<td><strong>Week 4</strong></td>
<td><strong>Organisational Strategy</strong></td>
</tr>
<tr>
<td></td>
<td>10/03/2016</td>
<td><strong>Required reading:</strong></td>
</tr>
<tr>
<td></td>
<td>9:00 AM - 11:00 AM</td>
<td>1. Textbook Chapter 6 - Organisational strategy</td>
</tr>
<tr>
<td></td>
<td>Law T</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Textbook Chapter 8 - Global management</td>
</tr>
<tr>
<td>When</td>
<td>Topic</td>
<td>Notes</td>
</tr>
<tr>
<td>------</td>
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</tr>
<tr>
<td><strong>Lecture</strong>&lt;br&gt;Week 5&lt;br&gt;17/03/2016&lt;br&gt;9:00 AM - 11:00 AM&lt;br&gt;Law T</td>
<td>Innovation, Change and Adaptive Organisations</td>
<td>Required reading:&lt;br&gt;1. Textbook Chapter 7 - Innovation and change&lt;br&gt;2. Textbook Chapter 9 - Designing adaptive organisations</td>
</tr>
<tr>
<td><strong>Lecture</strong>&lt;br&gt;Week 6&lt;br&gt;24/03/2016&lt;br&gt;9:00 AM - 11:00 AM&lt;br&gt;Law T</td>
<td>Planning and Decision-Making</td>
<td>Required reading:&lt;br&gt;1. Textbook Chapter 5 - Planning and decision-making</td>
</tr>
<tr>
<td><strong>Lecture (In-Class Assessment)</strong>&lt;br&gt;Week 7&lt;br&gt;31/03/2016&lt;br&gt;9:00 AM - 11:00 AM&lt;br&gt;Law T</td>
<td>Mid-Semester Review</td>
<td>Attendance at the lecture is necessary in order to complete the mid-semester assessment (worth 20% of overall course grade). Review of material covered weeks 1-6 (includes lecture material and textbook chapters 1-9).</td>
</tr>
<tr>
<td><strong>No Lecture</strong>&lt;br&gt;Mid-semester break&lt;br&gt;07/04/2016&lt;br&gt;12:00 AM - 12:00 PM</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>No Lecture</strong>&lt;br&gt;Mid-semester break&lt;br&gt;14/04/2016&lt;br&gt;12:00 AM - 12:00 PM</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Lecture</strong>&lt;br&gt;Week 8&lt;br&gt;21/04/2016&lt;br&gt;9:00 AM - 11:00 AM&lt;br&gt;Law T</td>
<td>Human Resource Management</td>
<td>Required reading:&lt;br&gt;1. Textbook Chapter 11 - Human resource management</td>
</tr>
</tbody>
</table>
# ASSESSMENT OVERVIEW

## Summary

<table>
<thead>
<tr>
<th>Type</th>
<th>Weight</th>
<th>Learning Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tutorial participation</td>
<td>10%</td>
<td>LOs 1-4</td>
<td>Participation in 6 fortnightly 2hr tutorials will be taken into account.</td>
</tr>
<tr>
<td>Observational report: Experiential assignment</td>
<td>15%</td>
<td>LOs 1-4</td>
<td>Due Week 5: Wednesday 16th March, 11.55pm</td>
</tr>
<tr>
<td>In-Class Review Assessment</td>
<td>20%</td>
<td>LOs 1-4</td>
<td>Two assessable pieces of work to be produced and submitted in class during the lecture time slot in Week 7: Thursday 31st March, 9.00-11.00am.</td>
</tr>
<tr>
<td>Essay: Evidence-based essay on mindfulness in management</td>
<td>25%</td>
<td>LOs 1-4</td>
<td>Due Week 11: Wednesday May 11th, 11.55pm</td>
</tr>
<tr>
<td>Final exam</td>
<td>30%</td>
<td>LOs 1-4</td>
<td>Final exam will be scheduled during the examination end-of-semester examination period.</td>
</tr>
</tbody>
</table>

## Grading Scale

According to the ANU policy on assessment (https://policies.anu.edu.au/ppl/document/ANUP_004603), the standards that apply to High Distinction, Distinction, Credit and Pass in all coursework courses are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>HD</td>
<td>80-100%</td>
<td>Work of exceptional quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>D</td>
<td>70-79%</td>
<td>Work of superior quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>Grade</td>
<td>Range</td>
<td>Notes</td>
</tr>
<tr>
<td>-------</td>
<td>--------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>C</td>
<td>60-69%</td>
<td>Work of good quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>P</td>
<td>50-59%</td>
<td>Work of satisfactory quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>N</td>
<td>0-49%</td>
<td>Work in which the attainment of learning outcomes at or above the relevant qualification level has not been demonstrated</td>
</tr>
</tbody>
</table>

**ASSESSMENT ITEMS**

**Participation: Tutorial Participation**

**Assessment Task 1: Participation**

**Details of task:** Attendance at all lectures and tutorials is expected. Tutors will take attendance at tutorials and note those students who actively participate in tutorial activities. Students who miss lectures and tutorials will not only miss out on valuable support for preparing assessment tasks but will also jeopardize their own potential for learning in this course. Tutorial participation is worth 10%.

**Observational Report: Experiential Assignment**

**Assessment Task 2: Experiential assignment**

**Details of task:** This assignment is divided into two parts. For the first part, you are asked to identify a workplace where you can unobtrusively observe a group of people as they go about their work. You might select any workplace including a coffee shop, bookstore, or restaurant. The second part of the assignment involves reflecting and writing about your observations and experience. Specific questions and guidelines will be available during the first week of the course.

More detailed information about this assignment is available on Wattle.

**Assessment Rubrics**

A detailed assessment rubric will be available in the first week of the semester.

**Word limit:** 1000 words  
**Value:** 15%  
**Due date:** March 16th, 2016 (11:55pm)  
**Submission:** assignments are to be submitted as soft-copies using Turnitin via Wattle
Estimated return date: Within 2 weeks of submission

Mid-Semester Assessment: In-Class Review

The mid-semester assessment will test students' knowledge and understanding of the material from the first six weeks of the course (weeks 1-6). **The assessment task will be undertaken and submitted during the lecture period in Week 7 - Thursday 31st March (9am-11am).** Your course convener will confirm this schedule a week before the assessment is due. The assessment will be closed book and in short essay format. Further details of the mid-semester assessment will be provided in lectures. This assessment will be worth 20% of the final grade. Results for the mid-semester assessment will be available in Week 8 after the teaching break.

Essay: Evidence-Based Essay on Mindfulness in Management

**Assessment Task 3: Essay on Mindfulness for Managers**

**Details of task:** Students will be asked to write an individual report presenting an evidence-based argument for or against teaching mindfulness to management students on the basis that they will then become more mindful as managers in the workplace. Further details about this assignment will be available on Wattle.

**Assessment Rubric**

A detailed assessment rubric will be available in the first week of the semester.

Word limit: 1,500 words
Value: 25%
Due date: May 11th, 2016 (11:55pm)
Submission: assignments are to be submitted as soft-copies using Turnitin via Wattle
Estimated return date: Within 2 weeks of submission.

Exam: Final Exam

The final exam will be held during the end of semester examination period and will include all topics covered in the course. It will be in a short answer format. Further details of this exam will be provided in lectures. This will be a closed book exam, however paper dictionaries will be permitted subject to inspection. This exam will be worth 30% of the final grade.

COURSE EXPECTATIONS
Announcements

Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

Tutorial and/or Seminar registration

Tutorial and/or Seminar registration is done through the course Wattle page. Detailed information about sign-up times will be provided on Wattle or during the first lecture by the course convener.

When tutorials/seminars are available for enrolment:

1. Log-on to Wattle, and go to the course site.
2. Click on "Tutorial sign-up here" link
3. On the right of the screen, click "Become Member of ..." for the tutorial/seminar class you wish to enrol in.
4. Confirm your choice.

If you need to change your enrolment, click on the tab "Leave group..." and then re-enrol in another group.

You will not be able to enrol in groups that have reached their maximum number.

Please note that your enrolment in ISIS must be finalised for you to have Wattle access.

Extensions and penalties


You may be granted extensions for assessment pieces that are not examinations or take-home examinations by applying for special consideration.

Late submission of assessment tasks without an extension are penalised at the rate of 5% of the possible marks available per working day or part thereof. Late submission of assessment tasks is not accepted 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

If a course convener determines that late submission of assessment tasks is not accepted for a coursework course, this information is included in the course outline.

Special consideration for assessments

Students who are unable to submit their assessment by the due date may be eligible for an extension if supported by an Application for Special Consideration.

Information on special assessment consideration can be found at: http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration
Special Consideration applications must be completed before the due date of the affected assessment. In exceptional circumstances applications for an extension may be accepted up to three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications must be submitted online at special.consideration@anu.edu.au (cdn-cgi/l/email-protection#a3d0d3c6c0cac2cf8dc0cccd0cac7c6d1c2d7caaccde3c2cdd68dc6c7d68dc2d6).

You will be notified by your lecturer if an extension has been approved.

Identify your Assignment with your Student Number only

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Resubmission of assignments

You are allowed to resubmit your assignments before the specific deadlines. Any submission done after the deadline will be considered as a late submission and the above listed penalty conditions will apply.

Returning assignments

All assignments will be marked and where appropriate feedback will be provided either:

- in class, or
- in person by appointment with the course lecturer, or
- via the course Wattle site.

Referencing requirements

See any specific requirements under Assessment Items.

The Harvard or Oxford referencing styles are to be used. Links to documentation on proper referencing methods are available on the course website or from the ANU Library website: http://anulib.anu.edu.au/lib_home.html (http://anulib.anu.edu.au/lib_home.html)

Deferred examinations

A deferred examination is the sitting of an examination at a time other than the scheduled time/date.
Wherever possible a student should sit their examination at the prescribed time, and if necessary apply for special assessment consideration (http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration) for the marking of the examination. To apply for a deferred examination:

- Complete the form at http://www.anu.edu.au/students/program-administration/assessments-exams/deferred-examinations
- Scan and attach all supporting documentation
- Email to examinations.officer@anu.edu.au

Submit completed application no later than three working days after the scheduled examination.

Decisions on applications relating to final examinations are made by the Examinations Office.

After receiving notification that a deferred examination has been granted, it is the responsibility of the student to confirm the date/time/location for that examination with the relevant ANU College or School.

### Finalisation of Marks and Grades

Your final mark for the course will be based on the raw marks allocated for each of your assessment items. However, your final mark may not be the same number as produced by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e., if your raw mark exceeds that of another student, then your scaled mark will exceed the scaled mark of that student), and may be either up or down.

### Use of Assignments as exemplars and grade moderation

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

### ANU 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/

Key policies include:

- Code of Practice for Student Academic Integrity
- Student Assessment (Coursework) Policy and Procedure
- Undergraduate Award Rules
- Graduate Award Rules
· Student Surveys and Evaluations Policy

**Academic Integrity**

Students are expected to have read the ANU’s **Code of Practice for Student Academic Integrity** before the commencement of their course. ([https://policies.anu.edu.au/ppl/document/ANUP_000392](https://policies.anu.edu.au/ppl/document/ANUP_000392))

The following is an extract from the Code of Practice for Student Academic Integrity:

Any work by a student of the Australian National University must be work:

- that is original
- that is produced for the purposes of a particular assessment task
- that gives appropriate acknowledgement of the ideas, scholarship and intellectual property of others insofar as these have been used.

It is the responsibility of each individual student to ensure that:

- they are familiar with the expectations for academic integrity both in general, and in the specific context of particular disciplines or courses
- work submitted for assessment is genuine and original
- appropriate acknowledgement and citation is given to the work of others
- they declare their understanding of and compliance with the principles of academic integrity on appropriate pro formas and cover sheets as required by the academic area, or by a statement prefacing or attached to a thesis
- they do not knowingly assist other students in academically dishonest practice.

All breaches, careless or deliberate, are addressed. Careless breaches are addressed through academic penalties, such as deduction of marks and resubmission. Deliberate breaches are subject to action under the **Discipline Rules** of the ANU ([http://about.anu.edu.au/__documents/rules/disciplinerules.pdf](http://about.anu.edu.au/__documents/rules/disciplinerules.pdf)).

Penalties for a deliberate breach may include failing the piece of work involved, failing the course, or having candidature terminated.

Further information can be found at [http://academichonesty.anu.edu.au/](http://academichonesty.anu.edu.au/)

**Assessment Requirements**

Where possible, assessment items are submitted online through Turnitin. The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University’s approach to managing Academic Integrity.

For additional information regarding Turnitin please visit the ANU Online website ([http://online.anu.edu.au/help_support/turnitin](http://online.anu.edu.au/help_support/turnitin)).

**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 http://unistats.anu.edu.au/surveys/selt/students/ and http://unistats.anu.edu.au/surveys/selt/results/learning/.

Student Support Services

Students experiencing academic or personal problems are welcome to discuss these with any member of the Faculty or to utilise the ANU’s student support services links to which can be found at http://students.anu.edu.au/, including:

- Academic Skills and Learning Centre at https://academicskills.anu.edu.au/
- the Counselling Centre at http://counselling.anu.edu.au/

Library

- Information about the library can be found at http://anulib.anu.edu.au/
- Opening hours can be accessed at http://anulib.anu.edu.au/using-the-library/opening-hours/
- For free training in information skills and computer skills see http://anulib.anu.edu.au/research-learn/