

BMA101
Introduction to Management

Semester 2, 2008

This unit will be offered in:

Hobart and Launceston

The lecturing team responsible will be:

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<http://www.utas.edu.au/mgmt/student.htm>

Introduction to the Unit

This unit provides students with an introduction to management concepts, functions and strategies.

The unit is structured into three key themes that deal with the functions of management, the context of management, and the practice of management. The semester starts by looking at the evolution of management theory and the four key functions of management: planning, organising, leading, and controlling. The unit then explores the context in which managers operate, including an analysis of the broad environment of organisations, the internal dynamics of organisational life, and the ethical climate that underpins sound management. The final component of the unit examines specific issues associated with the practice of management, including human resource management, and communication. This unit provides an opportunity to gain an overview of management theory, context, and practice and serves as a basis for further detailed study of the elements that contribute to successful management.

In addition to the content outlined above, this unit will also include a strong focus on developing skills in conducting literature research and communicating effectively in an academic setting. Several skill development workshops will be administered during lectures throughout the semester. These workshops are designed to introduce you to basic concepts and applied skills in conducting academic research, including information literacy skills, the critical analysis and synthesis of academic sources of information, and the ability to use research to support the development and communication of an argument. The skill-based component of the unit provides an opportunity for you to gain a solid grounding in the research and writing skills that are critical for successful undergraduate academic study.

MyLO software will be incorporated into delivery of the unit to enhance the learning experience by providing access to up-to-date course materials and by allowing for online discussion through this web-based environment. General information on using MyLO at University of Tasmania is available on: <http://www.utas.edu.au/coursesonline/>. Log on at this URL using your University email and password (access will be activated at the beginning of the semester). We hope that you will enjoy the opportunity of experiencing the impact of Internet technology in the educational environment and look forward to your active participation.

It is important to note that the School of Management recognises and adopts the University of Tasmania's guidelines in regard to ensuring access and equity for all students. If the inclusion of MyLO learning presents challenges to your personal learning needs and you feel that you may be disadvantaged, we encourage you to seek advice and, if necessary, assistance from University staff. Recognising that students may wish to maintain confidentiality in regard to these matters, we suggest that you either contact your tutor, the unit coordinator, or the University's Disability Advisor (Student Services) to discuss these issues.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

Learning Outcomes

On completion of this unit, you should be able to:

Identify and understand:

- Major theories of management and their development over time
- The main functions of management

- The context of management
- The practice of management
- Key national and international issues in management

Successfully conduct academic research by:

- Using the library catalogue and databases to search for academic publications
- Differentiating between, and understanding the uses of, academic and non-academic sources of information
- Reviewing and critically analysing published research

Use academic literature to support the development and communication of an argument by:

- Presenting a logical and coherent argument using written expression
- Using academic sources of information to support your argument
- Correctly attributing information sources using the School of Management referencing standards

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

Knowledge

- Students will develop an understanding of the major theories underlying the principles of management and their development over time.
- Students will be made aware of the complexities of the total environment in which management must take place.
- Students will be exposed to the major functions of management practice and the skills necessary to be an effective manager.

Communication Skills

- Students will be exposed to the major components of communication and will be required to demonstrate an ability to use communication skills both orally in tutorials and through a written assignment.

Problem-Solving Skills

- Through tutorial exercises and assessment tasks, students will be required to exercise problem-solving skills as they relate to the practice of management.

Global Perspective

- Students will be made aware of the impact of global factors on management, both economic and cultural, and the impact of the global environment in which management takes place.

Social Responsibility

- The implications of acting ethically in management forms part of the material for the unit and the need to be ethically and socially responsible is incorporated into each section of the unit.

Prerequisites

None.

Texts

Prescribed Texts

Hitt, M.A., Black, J.S., Porter, L.W. & Hanson, D. 2007. *Management*. Frenchs Forest: Pearson.

Manola, E., Wong-Toi, G. & Trafford, J. 2002. *Business of writing* (2nd ed.). Auckland, New Zealand: Pearson.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

Writing Assignments: A Guide

School of Management Referencing Style

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

Books

There are a large number of general introductory texts for management studies, many of them emanating from the United States. See for example:

Bateman, T.S. & Snell, S.A. 2002. *Management* (5th ed.). Chicago: Irwin.

Daft, R.L. 2000. *Management* (5th ed.). Fort Worth: Dryden.

Dessler, G. 1995. *Managing organisations in an era of change*. Fort Worth: Dryden.

Hellriegel, D. Jackson, S.E. & Slocum, J.A. 1999. *Management* (8th ed.). Cincinnati: South-Western College.

Kreitner, R. 2001. *Management* (8th ed.). Boston: Houghton Mifflin.

Schermerhorn, J.R. 2001. *Management* (6th ed.). New York: Wiley.

Books with an Australian or Pacific Rim focus include:

Bartol, K., Martin, D., Tein, M. & Matthews, G. 2001. *Management. A Pacific Rim focus* (3rd ed.). Sydney: McGraw Hill.

Collins, R. & McLaughlin, Y. 1996. *Effective management* (2nd ed.). Sydney: CCH Australia.

Davidson, P. & Griffin, R.W. 2003. *Management. An Australian perspective* (2nd ed.). Brisbane: Wiley.

Robbins, S.P., Bergman, R., Stagg, I. & Coulter, M. 2003. *Management* (3rd ed.). Frenchs Forest: Pearson Education.

Schermerhorn, J. R., Campling, J., Poole, D. & Wiesner, R. 2003. *Management: An Asia-Pacific perspective*. QLD: Wiley & Sons.

Samson, D. & Daft, R. 2003. *Management. Pacific Rim edition*. Victoria: Thomson.

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

For your studies in management it is essential that you become familiar with some journals in the discipline such as *JANZAM* (the Journal of the Australian and New Zealand Academy of Management, now called *Management and Organisations*), *Harvard Business Review* and the *Academy of Management Journal*. Note that not all periodicals and journals are available from the University of Tasmania libraries. Many journals are now available electronically.

It is also very useful to read regularly popular business publications such as *Business Review Weekly* (BRW) and articles on business in the daily newspapers, especially those dedicated to business such as the *Australian Financial Review*.

Flexible Learning: MyLO

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up-to-date course materials and by allowing for online discussion through this web-based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See *Learning Online* <http://uconnect.utas.edu.au/> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties. The School of Management has prepared a MyLO Information Sheet which includes access guidelines and contact information. It is available to download as a Word document from the School of Management website: <http://www.utas.edu.au/mgmt/student.htm>

Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the unit coordinator for this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/courseonline/privacy.htm>.

Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

Method of Assessment	Value	Due Date	Length*
Coursework			
In-class Tests	20	Weeks 3, 5, 7, 9,12	10 questions per test
Journal Exercise	10	11 August 2008	700 words maximum
Written Assignment	20	15 September 2008	2000 words maximum
Examination	50	Exam Period	Two hours
Total Marks	100		

* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Study Week

All undergraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

Examination

Format

There is a two-hour closed-book examination which is worth 50 marks for this unit.

The final examination will be closed book. It will be of two hours duration. The examination may include a combination of true-false and multi-choice questions, definitions and short-answer questions and essay type and case study questions. The exact format of the examination shall be detailed in the final lecture.

A ballpoint pen is the only item you will need to bring to this exam. The best preparation for the exam is consistent work throughout the semester and active participation in the tutorials.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the unit coordinator or the Head of School, a student who fails will not be granted a supplementary examination.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Catalyst Officer, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Catalyst Officer is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at: <http://www.utas.edu.au/students/index.html>

Should a student require assistance in accessing the Library, visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:

http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached, both of which are available as a blank template from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box at room 316, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

All coursework must be handed in by 2.00 pm on the due date.

Late Coursework

Written Work

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the unit coordinator prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer's discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the unit coordinator.

Tests

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the unit coordinator prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.

Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's offices.

Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

Occupational Health and Safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at: http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

Teaching Program

The teaching program for BMA101 Introduction to Management incorporates lectures, tutorials and skill development workshops.

Lectures

The purpose of lectures is to explain and illustrate the key concepts relevant to the topic. Lecture presentations will expand and reinforce the explanation given in the text and other supporting material. Lecture slides will be provided through MyLO. The slides provided will give a comprehensive review of the topic. The slides presented in the lecture will differ to the MyLO version as the presentation version will highlight key points and incorporate additional material.

Students are expected to prepare for lectures by reading the relevant text book chapter or supporting material prior to the lecture presentation.

Skill Development Workshops

The purpose of skill development workshops is to support the development of the skills and abilities that are required for successful completion of the assessment tasks in the unit. The workshops are designed to help students develop skills in conducting research, evaluating academic material, communicating effectively in an academic setting, and executing assessment tasks (including the final examination). The workshops will be delivered during the lecture time slot in the weeks specified in the study schedule. Supporting slides will be provided through MyLO.

Students are expected to attend and actively participate in all skill development workshops.

Tutorials

Tutorials are designed to provide opportunities to review and discuss key concepts from the relevant lecture topic to test and clarify understanding. Tutorials will also focus on developing practical experience of key management tasks. Tutorial activities focus on developing students' skills in presenting and defending an argument and on developing peer networks amongst students. As tutors will mark all internal assessment for students in their classes, tutorials are also the forum for receiving guidance on handling assessment.

The tutorial program for BMA101 Introduction to Management is detailed in the Student Tutorial Guide. Tutorial Guides will be distributed during the introductory lecture in Week 1. Students will sign up for tutorials through MyLO during Week 1 of semester.

Note that the tutorial program does not start until Week 2 of semester.

During tutorials (weeks 2-13 inclusive) you will review and apply key management theories by exploring the case of the UltraLux 5* Resort. Each tutorial examines a number of integrated, interconnected case studies with supporting activities and discussion questions. The case studies, activities and questions have been designed to encourage students to consider:

- The critical concepts that underpin each tutorial topic;
- The four key functions of effective managers – planning, organising, leading and controlling; and
- Strategies that could be successfully employed in an organisational context to address these challenges.

It is also important for you to note that active participation in these tutorials is highly recommended as preparation for the end-of-semester examination. The short-answer exam questions will draw on your abilities to think critically and apply management concepts to novel business problems. These tutorials are designed to enhance these skills and abilities.

Students are expected to pre-read the background case material and the module exercises assigned for each week (refer to Student's Kit) prior to their tutorial. Students who cannot attend the tutorial in which they enrol are expected to notify the unit co-ordinator as soon as possible to arrange enrolment in an alternative class.

Assessment Tasks

Tutorial Tests

Due Date: Weeks 3, 5, 7, 9, 12.

Length: 10 questions per test

Value: 20 marks

Description

The purpose of the tutorial tests is to assess your understanding of key management concepts and theories. Tests will be administered during tutorial classes in weeks 3, 5, 7, 9, 12. Each test is worth 5 marks in total. Students will complete five tests over the course of semester. Their best four test scores will be recorded as their overall result for this assessment task.

The tests will assess knowledge of the following topics:

Week 3: The External Environment and Organisational Culture

Week 5: Organising and Planning & Decision-Making

Week 7: Leading and Controlling

Week 9: Ethics & Social Responsibility and Human Resource Management

Week 12: Organisational Change and Development, Groups and Teams & Communication

Journal Article Review Exercise

Due Date: 2pm, Monday, 11 August 2008

Length: 700 words (maximum)

Value: 10 marks

Description

The aim of this assignment is to develop the knowledge, skills, and abilities you need to conduct academic research. These are core skills required in the academic study of management, and they are of practical importance to managers. The Skill Development Workshops conducted during Weeks 2 and 3 of semester relate specifically to the requirements of the Journal Article Review Exercise. Students are expected to attend all Skill Development Workshops.

The requirements of this assignment relate to the following learning objectives (refer to pages 2 and 3 of the unit outline):

- The ability to use the library catalogue and databases to search for academic publications
- The ability to differentiate between, and understand the uses of, academic and non-academic sources of information
- The ability to review and critically analyse published research
- The ability to correctly attribute information sources in accordance with the School of Management referencing standards

Requirements

To complete the Journal Article Review Exercise, you will need to do each of the following:

1. Find an academic journal publication

You will need to use the library catalogue and databases to find an **academic publication** relating to ONE of the essay topics (refer to page 14 of the unit outline). You will be provided with an opportunity to develop knowledge and skills relating to this section of the assignment in the Skill Development Workshop on Identifying and Finding Academic Publications in Week 2.

2. Correctly reference the academic journal publication

You will need to use the School of Management Referencing Guidelines (available at <http://www.utas.edu.au/mgmt/student.htm>) to provide correct in-text and reference list citations for the article you selected. As proof of your ability to locate critical student resources for use in BMA101, you are required to submit a hard-copy of the School of Management Referencing Guidelines with your assignment. You will be provided with an opportunity to develop knowledge and skills relating to this section of the assignment in the Skill Development Workshop on Reviewing and Citing Academic Publications in Week 3.

3: Review and critically analyse the journal publication

You are required to provide a brief overview of the topic the article deals with, the strengths and weaknesses of the research, and a discussion of how the article contributes to management theory and/or practice. You will be provided with an opportunity to develop knowledge and skills relating to this section of the assignment in the Skill Development Workshop on Reviewing and Citing Academic Publications in Week 3.

Important Information on Completing the Journal Article Review Exercise

You should complete this assignment by filling in the Journal Article Review Exercise response sheet available on MyLO ("Journal Article Review Exercise" folder). The response sheet contains instructions and space for you to complete the assignment tasks. Upload an electronic version of the response sheet from

MyLO, and use a word processing program (eg. MS Word) to complete the assignment. You should then print a hard copy for submission.

Your assignment should include the following:

- A copy of your selected article
- A completed Journal Exercise Response Sheet
- A copy of the School of Management Referencing Guidelines
- An assignment title page and cover sheet (available at <http://www.utas.edu.au/management/student.htm> or from Level 3, Commerce Building, Hobart)

Essay Assignment

Due Date: 2pm, Monday, 15 September 2008

Length: 2000 words maximum

Value: 20 marks

Description

The essay assignment develops the research, analysis, and writing skills you gained from completing the Journal Article Review Exercise assignment by applying them to writing an academic essay. The Skill Development Workshops delivered throughout semester are designed to provide you with knowledge, skills, and abilities that are relevant to this task.

The requirements of this assignment relate to the following learning objectives:

- The ability to use the library catalogue and databases to search for academic publications
- The ability to differentiate between, and understand the uses of, academic and non-academic sources of information
- The ability to review and critically analyse published research
- The ability to correctly attribute information sources that conforms with the School of Management referencing standards
- The ability to present a logical and coherent argument using written expression
- The ability to use academic sources of information to support an argument

Requirements

This assignment requires you to construct an essay response to ONE of the following questions:

Topic 1: Feedback

Describe the concept of feedback. Explain how managers can use feedback to improve organisational and employee performance. Discuss the strategies managers can use to provide feedback effectively and the factors that might prevent employees from using feedback to change their behaviour. Use examples to support your discussion.

Topic 2: Leadership

Describe the concept of effective leadership. Discuss the leader behaviours and characteristics that generate perceptions that a leader is effective. Explain what strategies an organisation can use to remedy perceptions of ineffective leadership. Use examples to support your discussion.

The purpose of this assessment task is to develop and assess your knowledge about a key managerial issue. Students are expected to cite at least ten (10) academic sources in their essay to demonstrate the range of sources from which they derived their knowledge.

Completing the assignment

Style Guide

In writing the essay, you are required to follow the proper academic style as outlined on the School of Management website.

Submitting the assignment

Students must submit a hard copy and an electronic copy of their essay. The hard copy should be submitted, with a School of Management Title Page and Cover Page attached, through the assignment submission box (see page 8 of the unit outline). The electronic copy should be submitted through the essay submission link on MyLO. Both copies of the essay must be submitted by 2pm on the due date.

Study Schedule

Semester 2, 2008

Week	Start of Week	Text Chapter	Lecture Topic	Skill Development Workshops	Assessment Due
1	14 July	Hitt - 1 Manola - 3	Introduction		
2	21 July	Hitt - 3 Manola - 5	The External Environment	Identifying and finding Academic Publications	
3	28 July	Hitt - 4	Organisational Culture	Reviewing and Citing Academic Publications	Tutorial test 1
4	4 August	Hitt - 7 Manola - 4	Organising		
5	11 August	Hitt - 8 & 9	Planning & Decision-Making		Journal Exercise Assignment due 11 August Tutorial test 2
6	18 August	Hitt -10 Manola - 1 & Appen. A	Leading	Essay Writing 1: Researching and Writing an Academic Essay	
7	25 August	Hitt -16	Controlling	Essay Writing 2: Planning and Writing an Essay	Tutorial test 3
Mid-Semester Break 1- 5 September					
8	8 September	Hitt - 5	Ethics and Social Responsibility		
9	15 September	Hitt - 15	Human Resource Management		Essay Assignment due 15 September Tutorial test 4
10	<i>Study Week 22-26 September</i>				
11	29 September	Hitt - 2 & 17	Organisational Change and Development		
12	6 October	Hitt -13 & 14	Groups and Teams & Communication		Tutorial test 5
13	13 October	Manola - 7	Overview	Study Skills and Exam Preparation	
Examination Period 25 October-11 November 2008					
A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm .					