

**BMA101**  
**Introduction to Management**

*Semester 2, 2009*

This unit will be offered in:

**Hobart & Launceston**

The lecturing team responsible will be:

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

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## 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.

### 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.

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## 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.

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## 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.

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## Prerequisites

None.

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## Texts

### Prescribed Texts

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

Leonard, E. 2007. *What every student should know about...study skills*. New York: Pearson Longman.

### 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*

## 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* (5<sup>th</sup> ed.). Chicago: Irwin.

Daft, R.L. 2000. *Management* (5<sup>th</sup> 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* (8<sup>th</sup> ed.). Cincinnati: South-Western College.

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

Schermerhorn, J.R. 2001. *Management* (6<sup>th</sup> 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* (3<sup>rd</sup> ed.). Sydney: McGraw Hill.

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

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

Robbins, S.P., Bergman, R., Stagg, I. & Coulter, M. 2003. *Management* (3<sup>rd</sup> 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 *Management and Organisations* (the Journal of the Australian and New Zealand Academy of Management), *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*.

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## 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. 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.

**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.

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.

### 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 lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

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## 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*
<b>Coursework</b>			
Multiple choice tests	20	Weeks 4, 6, 10, 13	10 questions per test
Journal Exercise	10	3 August 2009	700 words maximum
Written Assignment	20	14 September 2009	2000 words maximum
<b>Examination</b>	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 lecturer-in-charge 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 Student Adviser, 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 Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. 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](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, it must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

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## **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 next to room 321, Commerce & Economics Building.

*Launceston students:* Lodge in assignment box beside room A170.

**All coursework must be handed in at 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 lecturer-in-charge 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 lecturer-in-charge.

### ***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 lecturer-in-charge 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](http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf)

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## Tutorial Program

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

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.

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.

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## Assignment Topics

### Online Multiple Choice Tests

<i>Due Dates:</i>	Test 1: Week 4 (3 <sup>rd</sup> August - 9 <sup>th</sup> August) Topics: What is Management; Organisational types
	Test 2: Week 6 (17 <sup>th</sup> August – 23 <sup>rd</sup> August) Topics: External environment; Internal environment
	Test 3: Week 10 (21 <sup>st</sup> September – 27 <sup>th</sup> September) Topics: Decision making; Planning; Ethical decision making
	Test 4: Week 13 (12 <sup>th</sup> October – 18 <sup>th</sup> October) Topics: Organising; Leading; Controlling
<i>Length:</i>	10 questions (multiple choice) per test
<i>Value:</i>	20 marks (5 marks per test)

Students will be able to complete the test anytime in the test week between 12.01 a.m. on the Monday and 11.40 p.m. on the Sunday night.

#### ***Description:***

The online tests are designed to test your understanding of the management concepts covered in lectures and tutorials throughout the semester. The online tests assess the following learning outcomes (refer to page 2 of the unit outline), as relevant to the content covered at the stage of semester:

Knowledge of:

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

#### ***Requirements:***

The test must be taken at a time of your choice during the designated week. Each test will be randomly constructed for every student. Students will need to log on to MyLO using their University electronic mail username and password. A time limit of 10 minutes will apply. Specific direction concerning the procedures relating to the test will be given during Week 3, and will also be available on MyLO.

## Journal Article Review Exercise

*Due Date:* 2pm, Monday, 3<sup>rd</sup> August 2009

*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 critically review the content and usefulness of your selected academic article. Your review will have three sections. The first section should provide a brief overview of the article content, summarising the article topic, the ideas or research it reports and the author's key conclusions. The second section should identify the strengths and weaknesses of the author's research or argument. The third section should evaluate the article's usefulness for answering your essay question. 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/mgmt/student.htm> or from Level 3, Commerce Building, Hobart and Faculty of Business Office, Building A, Launceston)

#### **Submitting the assignment**

Students must submit a hard copy and an electronic copy of their assignment. 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 of the response sheet should be submitted through the JARE submission link on MyLO. Students do not need to submit an electronic copy of the article or referencing guidelines. Both copies of the assignment must be submitted by 2pm on the due date.

## Essay Assignment

*Due Date:* 2pm, Monday, 14<sup>th</sup> September 2009

*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 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.

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: Environmental scanning and organisational types**

Describe the concept of environmental scanning and explain how organisations scan their political and legal environment. How would a public sector organisation and a private sector firm each affect, and be affected by, political and legal forces? Use examples to support your discussion.

#### **Topic 2: Organisational culture and decision making**

Describe the concept of organisational culture. Explain how an organisation's values and beliefs can affect decision making. How can a strong organisational culture enhance, and undermine decision making? Use examples to support your discussion.

### ***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, 2009

Week	Start of Week	Text Chapter	Lecture Topic	Skill Development Workshops	Assessment Due
1	13 July	Hitt - 1 Study Skills – 1 & 3	Introduction		
2	20 July	Hitt – 7 Study Skills – 7 & 8	Organisational types	Identifying and finding Academic Publications	
3	27 July	Hitt – 3 Study Skills - 10	The External Environment	Reviewing and Citing Academic Publications	
4	3 August	Hitt – 3 & 4	The Internal Organisational Environment		Journal Article Review Exercise due 3 August Online test 1
5	10 August	Hitt - 8 Study Skills – 9	Planning	Essay Writing 1: Planning and Researching an Academic Essay	
6	17 August	Hitt -9	Decision-Making	Essay Writing 2: Writing an Academic Essay	Online test 2
7	24 August		<b>No Classes Study Week</b>		
Mid-Semester Break 31 August – 4 September					
8	7 Sept	Hitt -5	Ethical and Socially Responsible Decision Making		
9	14 Sept	Hitt - 15	Organising and Managing Human Resources		Essay Assignment due 14 Sept
10	21 Sept	Hitt – 10 & 13	Leading and Groups & Teams		Online test 3
11	28 Sept	Hitt – 16, 2, & 17	Controlling and Organisational Change		
12	5 October	Hitt - 14	Communication and Providing Feedback		
13	12 October	Study Skills - 10	Taking Management Further	Study Skills and Exam Preparation	Online test 4
A Calendar/Study Planner showing dates is available from School of Management website at					

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