UNIT OUTLINE

Read this document to learn essential details about your unit. It will also help you to get started with your studies.

BMA101
Introduction to Management

Semester 1, 2015

THIS UNIT IS BEING OFFERED IN:

HOBART, LAUNCESTON, BURNIE & BY DISTANCE

Teaching Team:
Dr Mark Wickham
Dr Gemma Lewis
&
Mr Rob Lewis

CRICOS Provider Code: 00586B
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Unit Description

This unit provides students with an introduction to management concepts, functions and practices 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. The skill-based component of the unit provides an opportunity for students to gain a solid grounding in the research and writing skills that are critical for successful undergraduate academic study.

Prior Knowledge &/or Skills OR Pre-Requisite Unit(s)

None

Enrolment in the Unit

Unless there are exceptional circumstances, students should not enrol in this unit after the end of week two of semester, as the Tasmanian School of Business and Economics (TSBE) cannot guarantee that:

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

When does the unit commence?

The unit’s teaching schedule commences in the week beginning 23 February, 2015.
# Intended Learning Outcomes and Generic Graduate Attributes for BMA101

<table>
<thead>
<tr>
<th>INTENDED LEARNING OUTCOMES</th>
<th>ASSESSMENT METHODS</th>
<th>GRADUATE ATTRIBUTE OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In this unit you will learn:</strong></td>
<td><strong>In assessing this unit I will be looking at your ability to:</strong></td>
<td><strong>The assessments and teaching activities in this unit have been designed to develop the following graduate attributes in students:</strong></td>
</tr>
</tbody>
</table>
| ...to critically apply a broad and coherent knowledge of foundational management theories, concepts, practical principles and processes. | 1) Identify theories and concepts related to given situations. | **Knowledge** - Basic, broad management knowledge and a limited ability to apply knowledge to simple management situations.  
- An understanding of the concept and process of lifelong learning. |
|  | 2) Describe and explain various management theories and practices. | **Communication** - Written communication skills, including the ability to use clearly articulate management information. |
|  | 3) Use the concepts and language of management. | **Problem solving** - The ability to think logically and use simple management related theories, models and methods.  
- The ability to locate and utilise information in a timely manner. |
|  | 4) Apply management theories to practical situations. | **Social responsibility** - The ability to apply the ethical requirements of University study.  
- An awareness of societal expectations of management and managers’ responsibilities to society. |
| ...to exercise judgement and recommend appropriate solutions for routine management problems. | 5) Identify and analyse environmental influences and determine their implications for managers and organisations. |  |
|  | 6) Search for and use an academic journal article. |  |
|  | 7) Review and critically analyse an academic journal article. |  |
|  | 8) Present an argument using written expression. |  |
|  | 9) Use and reference academic sources of information to support an argument. |  |
Learning Expectations and Teaching Strategies/Approach

The University is committed to a high standard of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers. The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

These are some of the expectations we have of you as a student enrolled in this unit:

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

- identify and describe the FOUR (4) key management functions and explain how they contribute to organisational performance;
- apply core management theories to organisational scenarios and determine how managers should respond;
- identify and discuss contextual factors that influence management practice;
- present an academic argument supported by academic literature.

In order to achieve these learning outcomes, the unit will comprise a 13-week lecture series and a 12-week tutorial program. The assessment of the learning outcomes will occur through the following pieces of assessment: FOUR (4) multiple-choice tests, ONE (1) journal article review exercise, TWO (2) OPTIONAL online enterprise reports, ONE (1) essay, and ONE (1) examination.

Work, Health and Safety (WH&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: www.utas.edu.au/work-health-safety.

Learning Resources

Prescribed Text

A prescribed text is a resource that you must have access to for the purposes of studying this unit.

Recommended Texts
A recommended text is a resource that you can use to broaden your understanding of the topics covered in this unit. You may also find a recommended text helpful when conducting research for assignments.


Hitt, MA, Black, JS, Porter, LW & Hanson, D 2007, Management, Pearson, Frenchs Forest.


Other Recommended Resources
In addition to the texts recommended above, students are also expected to be familiar with the key academic journals in the discipline from which useful insights may be derived. In particular, students are encouraged to review regularly the relevant papers that are published in:

- Harvard Business Review
- Academy of Management Journal
- Business Review Weekly
- Australian Financial Review

Note that not all periodicals and journals are available from the University of Tasmania libraries. Many journals are now available electronically.

My Learning Online (MyLO)
Access to the MyLO online learning environment unit is required for this unit. The unit has its own MyLO site.

To log into MyLO and access this unit, go to: http://www.utas.edu.au/mylo. To access the unit, select BMA101. These instructions will help you to log in for the first time.

Technical requirements for MyLO

For help and information about setting up your own computer and web browser for MyLO, see: [http://uconnect.utas.edu.au/](http://uconnect.utas.edu.au/)

While on campus, you can access the University network and MyLO via a laptop computer or other mobile device. See: [http://www.utas.edu.au/service-desk/uconnect/uconnect-on-campus](http://www.utas.edu.au/service-desk/uconnect/uconnect-on-campus)


For further technical information and help, contact the UTAS Service Desk on 6226 1818 or at [http://www.utas.edu.au/service-desk](http://www.utas.edu.au/service-desk) during business hours.

Learning to use MyLO

When you log into MyLO, you will see a unit called *Getting Started with MyLO*. Enter this unit to learn more about MyLO, and to practise using its features.

MyLO Expectations

1. Students are expected to maintain the highest standards of conduct across all modes of communication, either with staff or with other students. Penalties may be imposed if the Unit Coordinator believes that, in any instance or mode of communication, your language or content is inappropriate or offensive. MyLO is a public forum. Due levels of respect, professionalism and high ethical standards are expected of students at all times.

2. Submission of assessment tasks via MyLO presumes that students have read, understood and abided by the requirements relating to academic conduct, and in particular, those requirements relating to plagiarism. All work submitted electronically is presumed to be “signed-off” by the student submitting as their own work. Any breach of this requirement will lead to student misconduct processes.

3. MyLO is an Internet service for teaching and learning provided by the University. It is expected that you check your units in MyLO for updates at least once a day.
Using MyLO for BMA101

**IMPORTANT!:** Before you are provided with access to your unit’s MyLO resources, you must complete the Student Agreement form. To do this:

1. Access the unit’s MyLO site.
2. Locate the Begin Here folder and click on it to open it. You can find the Begin Here folder by scrolling down until you see Content Browser OR by clicking on the Content button.

   ![Content Browser](image)

   OR

3. Once you have opened the Begin Here folder, click on the Student Agreement file.

   ![Student Agreement](image)

4. Read the terms, then check the I agree box. You should now be able to access all available unit content on MyLO. You only need to do this once in each MyLO unit.

**Other important resources on MyLO**

Students are expected to regularly check on MyLO for any updates in relation to the unit. Essentially, MyLO has been incorporated into the delivery of this unit to enhance students’ learning experience, by providing access to up-to-date course materials, and allowing for online discussion. In addition to the lecture slides which are uploaded on MyLO on a weekly basis, other unit-related materials such as supplementary readings and assessment guides can also be accessed on MyLO. Further, students are also expected to engage in an active discussion about issues related to the unit through the discussion forums or chat rooms that are available on MyLO: this is particularly helpful for distance students who may utilise the facilities available on MyLO to contact their fellow distance students and form groups to complete any group assessment tasks for this unit. In this regard, MyLO should be treated as the unit’s critical platform for learning and communication.

**Student Feedback via eVALUate**

At the conclusion of each unit, students will be asked to provide online responses to a number of matters relating to the learning and teaching within that unit. All students are asked to respond honestly to these questions, as all information received is used to enhance the delivery of future offerings.
Changes to this Unit Based on Previous Student Feedback

1. The Enterprise Module (Week 3) is now an optional lecture and assessment task for students to attempt. Students who do not complete the Enterprise Module tasks will be required, instead, to attempt one additional short answer question in the Final Examination.

Details of Teaching Arrangements

Lectures
There will be a series of 13 lectures held weekly throughout the semester.

Tutorials
There will be a series of 12 tutorials held weekly throughout the semester. The tutorial program will commence in Week 2. All students are required to enrol in a tutorial for this unit. Tutorial enrolments will be completed through MyLO during the first week of semester.

Communication, Consultation and Appointments

TO KEEP UP WITH ANNOUNCEMENTS REGARDING THIS UNIT
Check the MyLO News tool at least once every two days. The unit News will appear when you first enter our unit’s MyLO site. Alternatively, click on the News button (towards the top of the MyLO screen) at any time.

WHEN YOU HAVE A QUESTION
Other students may have the same question that you have. Please go to the Q&A Forum on our course’s MyLO site. Check the posts that are already there – someone may have answered your question already. Otherwise, add your question as a new topic. Students are encouraged to support each other using this forum – if you can answer someone’s question, please do. We will attempt to respond to questions within 48 business hours. If your question is related to a personal issue or your performance in the unit, please contact the appropriate teaching staff member by email instead.

WHEN YOU HAVE AN ISSUE THAT WILL IMPACT ON YOUR STUDIES OR THE SUBMISSION OF AN ASSESSMENT TASK
If you have a personal question related to your studies or your grades, please contact teaching staff by email.

A NOTE ABOUT EMAIL CORRESPONDENCE
You are expected to check your UTAS email (WebMail) on a regular basis – at least three times per week. To access your WebMail account, login using your UTAS username and password at https://webmail.utas.edu.au/.

You are strongly advised not to forward your UTAS emails to an external email service (such as gmail or Hotmail). In the past, there have been significant issues where this has occurred, resulting in UTAS being blacklisted by these email providers for a period of up to one month. To keep informed, please use your UTAS email as often as possible.
**IMPORTANT** Please email teaching staff when you have a question or issue of a personal nature, for example, you have a family issue that is affecting your studies. For general questions about the unit, please add them to the Q&A forum on our unit’s MyLO site. This way, other students can also benefit from the answers.

We receive a lot of emails. Be realistic about how long it might take for us to respond. Allow at least two (2) business days to reply. Staff are not required to respond to emails where students do not directly identify themselves, are threatening or offensive, or come from external (non-UTAS) email accounts.

When you write an email, you must include the following information. This helps teaching staff to determine who you are and which unit you are talking about.

- Family name;
- Preferred name;
- Student ID;
- Unit code (i.e., BMA101)
- Questions
- If your question is about an assessment task, please include the assessment task number or name.

### Assessment

#### Assessment Schedule

In order to pass this unit you must achieve an overall mark of at least 50% of the total available marks. Details of each assessment item are outlined below.

<table>
<thead>
<tr>
<th>Assessment Items</th>
<th>Due Date</th>
<th>Value/Weighting</th>
<th>Link to Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple Choice Tests (COMPULSORY)</td>
<td>Weeks 4, 7, 9, 11</td>
<td>20 marks</td>
<td>1, 4</td>
</tr>
<tr>
<td>Enterprise Module (OPTIONAL)</td>
<td>Part A: TBA Part B: TBA</td>
<td>10 marks</td>
<td>4, 5, 8</td>
</tr>
<tr>
<td>Journal Article Review (JAR – COMPULSORY)</td>
<td>Monday, 23 March at 2pm</td>
<td>10 marks</td>
<td>3, 6, 7, 8, 9</td>
</tr>
<tr>
<td>Essay (COMPULSORY)</td>
<td>Monday, 4 May at 2pm</td>
<td>20 marks</td>
<td>2, 3, 5, 6, 8, 9</td>
</tr>
<tr>
<td>Examination (COMPULSORY)</td>
<td>Exam Period</td>
<td>40 or 50 marks (depending on whether the Enterprise Module is completed by the student or not)</td>
<td>1, 2, 3, 4, 5, 6, 8</td>
</tr>
</tbody>
</table>
Assessment Item 1 COMPULSORY – Online Multiple-Choice Tests

Task Description: Students are required to complete FOUR (4) online multiple-choice tests. Each test will be randomly constructed for every student.

The test must be taken at a time of your choice during the designated week (between Monday 12am and Sunday 12pm of the relevant week). Students will need to log on to MyLO using their University electronic mail username and password. A time limit of 10 minutes will apply.

Task Length: 10 multiple-choice questions per test

Link to Unit’s Learning Outcomes: 1, 4

Due Date: Test 1: Week 4
Topics: What is Management?; The External Environment; Foundations of Decision-Making
Test 2: Week 7
Topics: Foundations of Planning; Organising Structure and Culture
Test 3: Week 9
Topics: Ethics & Social Responsibility; Leadership and Trust
Test 4: Week 11
Topics: Communication and Interpersonal Skills; Managing Change and Innovation

Value: 20 marks (5 marks per test)

Assessment Item 2 OPTIONAL – Enterprise Module

Task Description: Students have the option to attend a 2 hour workshop during Week 3. You will have a choice as to the timing of the workshop, and further information about the timing and focus of the workshop is available at: http://www.learning-entrepreneurship.com/u-learn.html

The aim of this exercise is to provide students with an opportunity to develop an enterprising mindset that can be applied to all aspects of your current studies and life endeavours.

Task Length: 2 hour workshop followed an online reflection process (Part A) and a Learning Statement (Part B). The process of learning, assessment and the nature of your required participation is explained at: http://www.learning-entrepreneurship.com/u-learn.html

Assessment Criteria: A rubric for the optional Enterprise Module will be available from Dr Colin Jones (Colin.Jones@utas.edu.au)

Link to Unit’s Learning Outcomes: 4, 5, 8

Due Date: Part A – TBA, Part B – TBA.
Value: 10 marks (Part A is worth 6 marks, and Part B is worth 4 marks)

If students attempt this optional task, the final examination will be worth 40 marks (i.e. they will be required to attempt ONE less essay question in Section B).

If students do not wish to attend this optional assessment task, the final examination will be worth 50 marks.

**NOTE: ALL correspondence relating to this enterprise module MUST be directed to Dr Colin Jones (Colin.Jones @utas.edu.au).

Assessment Item 3 COMPULSORY – Journal Article Review (JAR)

Task Description: The aim of this assignment is to develop the knowledge, skills, and abilities you need to conduct academic research in management. These are core skills required in the academic study of management, and they are of practical importance to managers.

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

1. **Find an academic journal publication**
   It is recommended that you use the ProQuest database (available on the UTAS Library webpage) to find an academic publication relating to ONE (1) of the essay topics.

2. **Correctly reference the academic journal publication**
   You will need to use the Harvard Referencing Guidelines (available at: http://utas.libguides.com/content.php?pid=27520&sid=219177) to provide correct in-text and reference list citations for the article you selected.

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 (3) 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.

Important Information on Completing the Journal Article Review:

Undertaking the review
Before you begin your review, download and complete the self-paced learning activity “Completing your JAR” which is available through MyLO. This will ensure you have all the skills you need to complete your review.

Writing up your review
You should complete this assignment by filling in the Journal Article Review Exercise response sheet available on MyLO (“Journal Article Review” 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 MS Word to complete the assignment.

**Submitting the assignment**
You must submit an electronic copy only of your JAR through the JAR drop-box link on MyLO. The JAR must be submitted by 2.00pm on the due date.

The submitted JAR should include the following:
- a copy of your selected article;
- a completed JAR Response Sheet;
- a copy of a Harvard Referencing Guidelines (summary pages only required)

**Task Length:** 700 words (maximum) – no 10% leeway!

**Assessment Criteria:** The rubric for this assessment is available on MyLO

**Link to Unit’s Learning Outcomes:** 3, 6, 7, 8, 9

**Due Date:** Monday, 23 March at 2pm

**Value:** 10 marks

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**Assessment Item 4 COMPULSORY – Essay**

**Task 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 purpose of this assessment task is to develop and assess your knowledge about a key managerial issue. You are expected to cite at least SEVEN (7) academic sources in your essay to demonstrate the range of sources from which you derived your knowledge.

**Requirements:** This assignment requires you to construct an essay response to ONE (1) of the following questions:

**Topic 1: Corporate Social Responsibility**
Define what is meant by the term Corporate Social Responsibility (CSR). Using examples to illustrate your work, demonstrate how the principles/elements of CSR help to optimize the effectiveness of the four management functions (i.e. Planning, Leading, Organising & Controlling).

**Topic 2: Rational Decision-Making**
Using academic journal articles as your source, identify and define the elements of the rational decision-making model. What strengths and weaknesses does the rational decision-making model possess when applied to the four management functions (i.e. Planning, Leading, Organising &
Controlling)? Use examples to illustrate your work.

**Completing the assignment**

Before you begin your essay, download and complete the self-paced learning activity “Completing your essay” which is available through MyLO. This will ensure you have all the skills you need to complete your essay.

**Submitting the assignment**

You must submit an electronic copy only of your essay through the essay drop-box link on MyLO. The essay must be submitted by 2.00pm on the due date.

**Task Length:** 2000 words (maximum) – no 10% leeway!

**Assessment Criteria:** The rubric for this assessment is available on MyLO

**Link to Unit’s Learning Outcomes:** 2, 3, 5, 6, 8, 9

**Due Date:** Monday, 4 May at 2pm.

**Value:** 20 marks

**Assessment Item 5 COMPULSORY – Final exam**

**Task Description:** The final examination will be “closed book” and comprise THREE (3) Sections.

**Section A** will require students to attempt THIRTY (30) multiple-choice questions (for a total of 10 marks). The topics covered in Section A will cover the textbook chapters concerning: Foundations of Control; Human Resource Management.

**Section B** requires students to attempt either TWO (2) or THREE (3) essay questions - depending on whether they have attempted the Enterprise Module or not. **Section B** will offer a choice of at least five alternatives (for a total of 20 or 30 marks). The questions will be based on the tutorial topics in Weeks 1 to 9 inclusive.

**Section C** requires students to attempt ONE (1) essay question from a choice of two alternatives (for a total of 10 marks). The questions will be based on the MyLO readings for the Marketing and Human Resource Management topics in Weeks 11 and 12.

**Task Length:** TWO (2) hours

**Assessment Criteria:** The rubric for this assessment is available on MyLO

**Link to Unit’s Learning Outcomes:** 1, 2, 3, 4, 5, 6, 8

**Due Date:** Exam period

**Value:** 40 marks (if the student has attempted the Enterprise Module)

50 marks (if the students has not attempted the Enterprise Module)
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 the 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. To find out more go to the Exams Office website: http://www.utas.edu.au/exams/home.

### Submission of Assessment Items

#### Lodging Assessment Items

Assignments must be submitted electronically through the relevant assignment drop box in MyLO. Students must ensure that their name, student ID, unit code, tutorial time and tutor’s name are clearly marked on the first page. If this information is missing, the assignment will not be accepted and, therefore, will not be marked.

Where appropriate, unit coordinators may also request students submit a paper version of their assignments.

Please remember that you are responsible for lodging your assessment items on or before the due date and time. We suggest you keep a copy. Even in ‘perfect’ systems, items sometimes go astray.

#### Late Assessment and Extension Policy

In this Policy
1. (a) ‘day’ or ‘days’ includes all calendar days, including weekends and public holidays; (b) ‘late’ means after the due date and time; and (c) ‘assessment items’ includes all internal non-examination based forms of assessment
2. This Policy applies to all students enrolled in TSBE Units at whatever Campus or geographical location.
3. Students are expected to submit assessment items on or before the due date and time specified in the relevant Unit Outline. The onus is on the student to prove the date and time of submission.
4. Students who have a medical condition or special circumstances may apply for an extension. Requests for extensions should, where possible, be made in writing to the Unit Coordinator on or before the due date. Students will need to provide independent supporting documentation to substantiate their claims.
5. Late submission of assessment items will incur a penalty of 10% of the total marks possible for that piece of assessment for each day the assessment item is late unless an extension had been granted on or before the relevant due date.
6. Assessment items submitted more than five (5) days late will not be accepted.
7. Academic staff do NOT have the discretion to waive a late penalty, subject to clause 4 above.
Academic Referencing and Style Guide

Before starting their assignments, students are advised to familiarise themselves with the following electronic resources.

The first is the Harvard Referencing System Style Guide, which can be accessed from the UTAS library: [http://utas.libguides.com/content.php?pid=27520&sid=199808](http://utas.libguides.com/content.php?pid=27520&sid=199808). The Harvard style is the appropriate referencing style for this unit and the guide provides information on presentation of assignments, including referencing styles. In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others and maintain academic integrity.

Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence.

The second is the Tasmanian School of Business and Economics’s Writing Assignments: A Guide, which can be accessed at: [http://www.utas.edu.au/business-and-economics/student-resources](http://www.utas.edu.au/business-and-economics/student-resources). This guide provides students with useful information about the structure and style of assignments in the TSBE.

Review of Assessment and Results

Review of Internal Assessment

It is expected that students will adhere to the following policy for a review of any piece of continuous/internal assessment. The term continuous/internal assessment includes any assessment task undertaken across the teaching phase of any unit (such as an assignment, a tutorial presentation, and online discussion, and the like), as well as any capstone assignment or take-home exam.

Within five (5) days of release of the assessment result a student may request a meeting with the assessor for the purpose of an informal review of the result (in accordance with Academic Assessment Rule No. 2 Clause 22 – [www.utas.edu.au/university-council/university-governance/rules](http://www.utas.edu.au/university-council/university-governance/rules)). During the meeting, the student should be prepared to discuss specifically the marks for the section(s) of the marking criteria they are disputing and why they consider their mark(s) is/are incorrect. The assessor will provide a response to the request for review within five (5) days of the meeting.

If the student is dissatisfied with the response they may request a formal review of internal assessment by the Head of School, with the request being lodged within five (5) days of the informal review being completed. A Review of Internal Assessment Form is available at the following link: [http://www.utas.edu.au/business-and-economics/student-resources/forms](http://www.utas.edu.au/business-and-economics/student-resources/forms). The form must be submitted to the TSBE Office.

Review of Final Exam/Result

In units with an invigilated exam students may request a review of their final exam result. You may request to see your exam script after results have been released by completing the Access to Exam Script Form, which is available from the TSBE Office, or at the following link – [http://www.utas.edu.au/business-and-economics/student-resources/forms](http://www.utas.edu.au/business-and-economics/student-resources/forms). Your unit coordinator
will then contact you by email within five (5) working days of receipt of this form to go through your exam script.

Should you require a review of your final result a formal request must be made only after completing the review of exam script process list above. To comply with UTAS policy, this request must be made within ten (10) days from the release of the final results (in accordance with Academic Assessment Rule No. 2 Clause 22 – www.utas.edu.au/university-council/university-governance/rules). You will need to complete an Application for Review of Assessment Form, which can be accessed from http://www.utas.edu.au/exams/exam-and-results-forms. Note that if you have passed the unit you will be required to pay $50 for this review.

_The TSBE reserves the right to refuse a student request to review final examination scripts should this process not be followed._

**Further Support and Assistance**

If you are experiencing difficulties with your studies or assessment items, have personal or life-planning issues, disability or illness that may affect your study, then you are advised to raise these with your lecturer or tutor in the first instance.

If you do not feel comfortable contacting one of these people, or you have had discussions with them and are not satisfied, then you are encouraged to contact:

**DIRECTOR OF UNDERGRADUATE PROGRAMS**

Name: Mr David Kronenberg  
Room: 407, Commerce Building, Sandy Bay  
Email: David.Kronenberg@utas.edu.au

Students are also encouraged to contact their Undergraduate 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. Please refer to the Student Adviser listings at www.utas.edu.au/first-year/student-advisers for your adviser’s contact details.

There is also a range of University-wide support services available to students, including Student Centre Administration, Careers and Employment, Disability Services, International and Migrant Support, and Student Learning and Academic Support. Please refer to the Current Students website (available from www.utas.edu.au/students) for further information.

If you wish to pursue any matters further then a Student Advocate may be able to assist. Information about the advocates can be accessed from www.utas.edu.au/governance-legal/student-complaints.

The University also has formal policies, and you can find out details about these policies from the following link – http://www.utas.edu.au/registrar/student-complaints/.
Academic Misconduct and Plagiarism

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination, and any other conduct by which a student:

(a) seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or
(b) improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline. This can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit 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/university-council/university-governance/ordinances.

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.

It also means using ones’ own work from previously submitted assessment items if repeating a unit.

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.academicintegrity.utas.edu.au/ 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.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author’s permission is required before a work within the database can be viewed.

For further information on this statement and general referencing guidelines, see www.utas.edu.au/plagiarism/ or follow the link under ‘Policy, Procedures and Feedback’ on the Current Students homepage.
Tutorial Program

Note: The tutorial program does not commence until Week 2 of semester.

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.

Week 2: Introduction & What is Management?
1. What is an ‘organisation’ and why are managers important to an organisation’s success?
2. Are all effective organisations also efficient? Discuss. If you had to choose between ‘being effective’ or ‘being efficient’, which one would you say is more important? Why?
3. Is your lecturer or tutor a manager? Discuss in terms of ‘planning, organising, leading and controlling’.

Week 3: The External Environment?
1. Describe the components of external organisational environments.
2. Discuss how changing organisational environments influence managers and organisations.
3. How might a manager go about detecting changes in their external environment?

Week 4: JAR Preparation
1. Select your topic for the JAR due in Week 5.
2. Re-read the text chapter related to the topic you have chosen.
3. Search for, and download 3 – 5 research articles related to your chosen topic, and bring them along to the tutorial along with any questions about how to approach the task.

Week 5: Foundations of Decision-Making
1. Why is decision making often described as the “essence of a manager’s job”?
2. Identify and define the type of biases that people might bring to their decision-making. What would be the disadvantages of having such biases in managerial decision-making? Could there be any advantages to having such biases in managerial decision-making? Explain your answer.
3. Why do you think organisations have increased the use of groups for making decisions? When would you recommend using groups to make decisions?
4. Do a web search on the phrase “dumbest moments in business”. Choose TWO (2) examples and describe what happened. What is your reaction to each example? How could the managers in each have made better decisions?

Week 6: Foundations of Planning
1. Discuss the nature and purposes of planning in the management context.
2. Describe in detail the six-step strategic management process.
3. What is a SWOT analysis and why is it important to managers?
4. Organisations that fail to plan are planning to fail. Do you agree or disagree with this statement? Explain your position.
Week 7: Organising Structure and Culture
1. Describe what is meant by the term “organisational design”.
2. Can an organisation’s structure be changed quickly? Why or why not?
3. With the availability of information technology that allows employees to work anywhere at any time, is organising still an important managerial function? Why or why not?
4. Researchers are now saying that efforts to simplify work tasks actually have negative results for both companies and their employees. Why might this be happening?

Week 8: Ethics & Social Responsibility
1. Define what you believe the term “Social Responsibility” means in the business context. What does this concept require managers to do?
2. Identify and define the factors that affect employee standards of ethics. How can managers use their understanding of these factors to increase ethical behaviour in the workplace?
3. Describe the THREE (3) levels of moral development. Which level do you believe is the minimum standard required for an organisation to deliver its required level of “social responsibility”?
4. What structural mechanisms can managers put in place to improve ethical behaviour in the workplace?

Week 9: Leadership and Trust
1. Do you think that most managers in real life use a contingency approach to increase their leadership effectiveness? Discuss.
2. Do followers make a difference in whether a leader is effective? Discuss.
3. Imagine you are a newly appointed team leader. You don’t personally know the members of your team and they haven’t done this kind of work before. How would you apply Fiedler’s contingency model to determine your leadership approach? How would you apply Hershey and Blanchard’s contingency model to determine your leadership approach?
4. Trust is critical to any working relationship but especially between leaders and followers. What can leaders do to foster trust from their followers? What can followers do to increase a leader’s trust in them?

Week 10: Communication and Interpersonal Skills
1. Identify and define the components of the communication model. Describe what managers need to know in order to “communicate effectively” in the workplace.
2. Explain how technology affects managerial communication.
3. Discuss the interpersonal skills that every manager needs.
4. “Ineffective communication is the fault of the sender” – Do you agree or disagree with this statement? Discuss.

Week 11: Managing Change and Innovation & Foundations of Control
1. Why is managing change an integral part of a manager’s job?
2. Describe Lewin’s three-step change process. How is it different from the change process needed in the white-water rapids metaphor of change?
3. Discuss techniques for stimulating innovation.
4. Define the FOUR (4) functions of management. Using examples, discuss how the functions of “planning” and “control” are linked. Using examples, describe how the “control” function is linked to the “organising” and “leading” functions.
Week 12: Human Resource Management
1. Describe the key components of the human resource management process and the important influences on that process.
2. Discuss the tasks associated with identifying and selecting competent employees.
3. Explain how employees are provided with needed skills and knowledge.
4. Describe strategies for retaining competent, high-performing employees.

Week 13: Marketing Management & Unit Review
1. Define what is meant by the terms “Marketing” and “Marketing management”.
2. Marketing management requires a consistent review of an organisation’s “marketing mix”. Identify and define each of the elements of the marketing mix, and the kinds of management issues associated with each.
3. What are the customer segmentation variables that can be used to distinguish between consumers in the car market? What are the criteria for determining whether a customer segment is a viable option for an organisation to target?
4. Using the car market as your example, describe what you believe the “needs”, “wants” and “demand” would be for customers seeking (a) a family car; (b) a four-wheel drive; and (c) a sports vehicle.

Use this tutorial to ask any questions you may have about preparing for the final examination.
## Study Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Topic/s and activities</th>
<th>Text Chapter/s etc.</th>
<th>Due Dates</th>
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<tbody>
<tr>
<td>1</td>
<td>Monday 23 February</td>
<td>Introduction &amp; What is Management?</td>
<td>Chapter 1 Video 1.1 &amp; 1.2</td>
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<tr>
<td>2</td>
<td>Monday 2 March</td>
<td>The Managerial (External) Environment</td>
<td>Chapter 2</td>
<td></td>
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<td>3</td>
<td>Monday 9 March</td>
<td>Enterprise Module (with Dr Colin Jones) DATE AND TIME: TBA</td>
<td>MyLO &amp; Online</td>
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<td>4</td>
<td>Monday 16 March</td>
<td>Foundations of Decision-Making</td>
<td>Chapter 3 Online Test 1</td>
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<td>5</td>
<td>Monday 23 March</td>
<td>Foundations of Planning</td>
<td>Chapter 4 Journal Article Review Exercise</td>
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<tr>
<td>6a</td>
<td>Monday 30 March</td>
<td>Organising Structure &amp; Culture</td>
<td>Chapter 5</td>
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### Mid-Semester Break: 2 – 8 April 2015 inclusive

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<td>6b</td>
<td>Classes resume Thursday 9 April</td>
<td>N/A</td>
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<td>7</td>
<td>Monday 13 April</td>
<td>Ethics &amp; Social Responsibility</td>
<td>Chapter 6 Video 7.1 Online Test 2</td>
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<td>8</td>
<td>Monday 20 April</td>
<td>Leadership &amp; Trust</td>
<td>Chapter 7</td>
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<td>9</td>
<td>Monday 27 April</td>
<td>Communication &amp; Interpersonal Skills</td>
<td>Chapter 8 Online Test 3</td>
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<td>10</td>
<td>Monday 4 May</td>
<td>Managing Change and Innovation &amp; Foundations of Control</td>
<td>Chapters 9 &amp; 10 Essay Assignment</td>
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<td>11</td>
<td>Monday 11 May</td>
<td>Human Resource Management</td>
<td>Chapter 11 Video 11.1 Exam Section C Reading Online Test 4</td>
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<td>12</td>
<td>Monday 18 May</td>
<td>Marketing Management</td>
<td>Video 11.1 Exam Section C Reading</td>
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<td>13</td>
<td>Monday 25 May</td>
<td>Taking Management Further &amp; Unit Review</td>
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**Examination Period: 6 – 23 June 2015**