BMA101
Introduction to Management

Semester 5, 2013 (Spring School)

Teaching Team:
Ms Robyn Freeman

CRICOS Provider Code: 00586B
Contact Details

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Phone: 03 6324 3014 (for messages)

Fax: 03 6324 3100

Consultation Time: Robyn travels to Hobart from the Launceston campus to run these workshops. She will be available after class each week to meet with students. Alternatively, queries or support can be sought by contacting her through email or leaving your phone contact details for her to call you back.
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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 this, students will also develop skills in conducting literature research, critical analysis, and communicating effectively in an academic setting. These skills are critical for successful undergraduate academic study.

Pre-Requisite/Co-Requisite Unit(s)

None

Enrolment in the Unit

Unless there are exceptional circumstances, students should not enrol in BMA Spring School units after the start of semester, as the School of Management 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.
### Intended Learning Outcomes and Generic Graduate Attributes

<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></td>
<td>The assessments and teaching activities in this unit have been designed to develop the following graduate attributes in students:</td>
</tr>
<tr>
<td><strong>In assessing this unit I will be looking at your ability to:</strong></td>
<td></td>
<td><strong>Knowledge</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Basic, broad management knowledge and a limited ability to apply knowledge to simple management situations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- An understanding of the concept and process of lifelong learning.</td>
</tr>
<tr>
<td>...the theory and practice of management and how to apply it:</td>
<td>Online tests</td>
<td><strong>Communication</strong></td>
</tr>
<tr>
<td></td>
<td>Workshop participation Exam</td>
<td>- Written communication skills, including the ability to use clearly articulate management information.</td>
</tr>
<tr>
<td></td>
<td>Essay</td>
<td>- Interpersonal communication skills, including active participation in class discussions and basic ability to articulate an argument.</td>
</tr>
<tr>
<td></td>
<td>Workshop participation Exam</td>
<td><strong>Problem solving</strong></td>
</tr>
<tr>
<td></td>
<td>Online tests</td>
<td>- The ability to think logically and use simple management related theories, models and methods.</td>
</tr>
<tr>
<td></td>
<td>Workshop participation Exam</td>
<td>- The ability to locate and utilise information in a timely manner.</td>
</tr>
<tr>
<td></td>
<td>Essay</td>
<td><strong>Social responsibility</strong></td>
</tr>
<tr>
<td></td>
<td>Workshop participation Exam</td>
<td>- The ability to apply the ethical requirements of University study.</td>
</tr>
<tr>
<td></td>
<td>Essay</td>
<td>- An awareness of societal expectations of management and manager’s responsibilities to society.</td>
</tr>
<tr>
<td></td>
<td>Workshop participation Exam</td>
<td></td>
</tr>
<tr>
<td>Identify theories and concepts related to given situations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Describe and explain various management theories and practices.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use the concepts and language of management.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apply management theories to practical situations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...to consider contextual factors that impact on managers and organisations:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify and analyse environmental influences and determine their implications for managers and organisations.</td>
<td>Exam Essay</td>
<td></td>
</tr>
<tr>
<td>Search for and use an academic journal article.</td>
<td>Essay</td>
<td></td>
</tr>
<tr>
<td>Present an argument using written expression.</td>
<td>Essay</td>
<td></td>
</tr>
<tr>
<td>Use and referencing of academic sources of information to support an argument.</td>
<td>Essay</td>
<td></td>
</tr>
<tr>
<td>Actively participate in class discussions and activities; articulate arguments</td>
<td>Workshop participation Exam</td>
<td></td>
</tr>
</tbody>
</table>
Learning Expectations and Teaching Strategies/Approach

Expectations

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.

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.

Learning Resources

Prescribed Text

University of Tasmania 2013, BMA101 Introduction to Management: The Essentials, Pearson, Frenchs Forest.

Recommended Texts

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


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

For your studies in management it is essential that you become familiar with some academic journals in the discipline such as:

*Management and Organisations* (the Journal of the Australian & New Zealand Academy of Management)

*Harvard Business Review*

*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*.

My Learning Online (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. To get started please refer to the University’s *Learning and Teaching with MyLO* homepage - [http://www.utas.edu.au/learning-teaching-online](http://www.utas.edu.au/learning-teaching-online).

**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.

Details of Teaching Arrangements

Workshops

There will be a series of FIVE (5) 3-hour workshops, held weekly. **It is critical that students are prepared for each workshop in advance, by reviewing all relevant learning resources on MyLO, and the associated text chapter/s.**

Much of the content covered in this unit will be detailed in the textbook and in a series of narrated PowerPoint presentations uploaded to MyLO for students to work through. Each week’s workshop will focus on a different management function. Workshops will be very interactive, incorporating activities and group discussion to enhance transfer of knowledge, understanding of management theory in practice, and contemporary management issues.

Communication, Consultation and Appointments

Your lecturer will be available to meet with students immediately after each weekly workshop. She is also available for phone consultations by appointment. Your lecturer endeavours to respond to all email communication and phone messages within TWO (2) business days. Please ensure that you log into your MYLO and UTAS webmail accounts frequently (at least twice a week) to check for any announcements about unit arrangements or assessments.
Assessment

Assessment Schedule

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 assessment item are outlined below.

<table>
<thead>
<tr>
<th>Assessment Item</th>
<th>Value</th>
<th>Due Date</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple choice tests</td>
<td>20 marks</td>
<td>Weeks 2, 3, 4, 5</td>
<td>10 questions per test</td>
</tr>
<tr>
<td>Essay</td>
<td>30 marks</td>
<td>Monday 9th December</td>
<td>2000 words maximum*</td>
</tr>
<tr>
<td>Workshop participation</td>
<td>10 marks</td>
<td>Ongoing</td>
<td>N/A</td>
</tr>
<tr>
<td>Examination</td>
<td>40 marks</td>
<td>Exam Period</td>
<td>2 hours</td>
</tr>
</tbody>
</table>

* 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.

Assessment Item 1 – On-line multiple-choice tests

Task Description: You are required to complete FOUR (4) online multiple choice tests. The online tests are designed to test your understanding of the management concepts covered in this unit. 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 12.00am and Sunday 12.00pm of the relevant week). You will need to log on to MyLO using your University electronic mail username and password.

A time limit of 10 minutes will apply.

Assessment Criteria: Posted on MyLO

Task Length: TEN (10) multiple-choice questions per test

Due Date: Test 1: Week 2
Topics: Planning

Test 2: Week 3
Topics: Organising

Test 3: Week 4
Topics: Leading

Test 4: Week 5
Controlling

Value: 20 marks (5 marks per test)
**Assessment Item 2 – Essay**

**Task Description:**
The aim of this assessment task is to develop and assess your knowledge about a key managerial issue. The essay assignment will also develop your research, analysis, and writing skills. 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. At least FOUR (4) of these sources must be ACADEMIC JOURNALS.

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

**Requirements:**
This assignment requires you to respond to ONE (1) of the following questions:

**Topic 1: Environmental Scanning**
Describe the concept of environmental scanning. Explain how environmental scanning helps managers improve organisational planning and performance. What factors can undermine the value of environmental scanning? Use examples to support your discussion.

**Topic 2: Leadership**
Robbins et al. (2011, p. 306) discuss Robert House’s (1996) Path-Goal Theory, stating that ‘... an employee’s performance and satisfaction are likely to be positively influenced when the leader chooses a leadership style that compensates for shortcomings in either the employee or the work setting’. Discuss your understanding of this statement with reference to academic sources. Illustrate your arguments with examples.

**Submitting the assignment:**

Essays are to be submitted electronically only, via the Dropbox facility on MyLO. Please merge a completed copy of the School of Management Assignment Cover Sheet into your essay assignment document you upload. Dropbox submissions close by 2.00pm on the due date.

**Assessment Criteria:**
Posted on MyLO

**Task Length:**
2000 words (maximum)

**Due Date:**
2pm, Monday 9\textsuperscript{th} December

**Value:**
30 marks
Assessment Item 3 – Workshop Participation

**Format:** Observation and evaluation of student participation in workshops is one way you will be assessed on your knowledge and understanding of the theory and practice of management and how to apply it. Participation in workshop discussions and activities will enable you to practice and develop your verbal communication skills in articulating an argument.

**Assessment Criteria:** Posted on MyLO

**Task Length:** N/A

**Due Date:** Ongoing

**Value:** 10 marks

Assessment Item 4 – Final Exam

**Format:** Closed book, essay format. Students will be required to attempt FOUR (4) essay questions from a choice of SIX (6) alternatives. Each essay is worth 10 marks.

**Duration:** 2 hours

**Date and Time:** TBA

**Value:** 40 marks

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.

**Supplementary Exams:** 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 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.

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. Students must request permission from the Student Centre in order to use a bilingual dictionary.

**Submission of Coursework**

**Lodging Coursework**

All Coursework must have the School of Management Assignment Cover Sheet, which is available as a blank template from the School of Management website: http://www.utas.edu.au/mgmt/student.htm. All assignments must include the lecturer’s name on the assignment Cover Sheets when they are submitted. If this is not done the assignment will not be accepted and therefore will not be 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. Assignments must be submitted electronically through the relevant assignment drop box in MyLO. All coursework must be handed in by 2.00pm on the due date.

**Requests for Extensions**

*Written Coursework:*

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 five days late will normally not be accepted by the unit coordinator.
**In-class or On-line 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 or an alternative test. However, 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.

**Faculty of Business Assessment Submission Policy**
A full copy of the Faculty of Business Assessment Submission policy is available from the Faculty homepage at [http://www.utas.edu.au/business/student-resources/policies,-forms-and-other-information2/faculty-policies-and-administration](http://www.utas.edu.au/business/student-resources/policies,-forms-and-other-information2/faculty-policies-and-administration)

**Academic Referencing and Style Guide**
Before starting their assignments, students are advised to familiarise themselves with the following electronic resources. The first is the *School of Management Guide to Writing Assignment*, which can be accessed from the following site - [http://www.utas.edu.au/mgmt/student.htm](http://www.utas.edu.au/mgmt/student.htm). The guide provides students with useful information about the structure and style of assignments in the School of Management.

The second 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 Referencing System will be used in all School of Management units, and students are expected to use this system in their assignments.

**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/universitycouncil/legislation/](http://www.utas.edu.au/universitycouncil/legislation/).

*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.

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 http://www.utas.edu.au/plagiarism/ or follow the link under ‘Policy, Procedures and Feedback’ on the Current Students homepage.
## Study Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Text Chapter</th>
<th>Topic</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>18 November</td>
<td>1</td>
<td>Introduction to Management</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>25 November</td>
<td>2, 4, 5</td>
<td>Planning</td>
<td>MC test 1 due by 1/12</td>
</tr>
<tr>
<td>3</td>
<td>2 December</td>
<td>5</td>
<td>Organising</td>
<td>MC test 2 due by 8/12</td>
</tr>
<tr>
<td>4</td>
<td>9 December</td>
<td>6, 7, 8, 9</td>
<td>Leading</td>
<td>Essay due 9/12</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>MC test 3 due by 15/12</td>
</tr>
<tr>
<td>5</td>
<td>16 December</td>
<td>10</td>
<td>Controlling</td>
<td>MC test 4 due by 22/12</td>
</tr>
</tbody>
</table>

Examination Period: TBA