Tasmanian School of Business and Economics

BMA101
Introduction to Management

Accelerated Study Period 1, 2020
Unit Outline

Dr Mark Wickham
CONTACT DETAILS

Unit coordinator

Unit coordinator: Dr Mark Wickham
Campus: Hobart
Email: Mark.Wickham@utas.edu.au
Phone: 6226 2159
Room location and number: 316 Centenary Building
Consultation hours: By appointment

Other teaching staff

Lecturer: Susie Bower
Campus: Launceston
Email: Susie.Bower@utas.edu.au
Phone: N/A
Room location and number: N/A
Consultation hours: By Appointment
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</table>
WHAT IS THE UNIT ABOUT?

Unit description

This unit provides students with an introduction to management concepts, functions and strategies. The unit outlines the key functions of management.

The unit then explores the context surrounding management functioning, including an analysis of the broad environment in which organisations operate, the internal dynamics of organisational life, and the ethical climate that underpins sound management. This unit will also include a strong focus on general skills and abilities associated with conducting literature research and communicating effectively in an academic setting.

Intended Learning Outcomes

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

1. Identify and define foundational management theories, concepts and processes.
2. Exercise judgement and recommend solutions for routine management issues.
3. Communicate an academic argument supported by management literature.
Graduate Quality Statement

Successful completion of this unit supports your development of course learning outcomes, which describe what a graduate of a course knows, understands and is able to do. Course learning outcomes are available from the Course Coordinator. Course learning outcomes are developed with reference to national discipline standards, Australian Qualifications Framework (AQF), any professional accreditation requirements and the University of Tasmania’s Graduate Statement.

The University of Tasmania experience unlocks the potential of individuals. Our graduates are equipped and inspired to shape and respond to the opportunities and challenges of the future as accomplished communicators, highly regarded professionals and culturally competent citizens in local, national, and global society. University of Tasmania graduates acquire subject and multidisciplinary knowledge and skills, and develop critical and creative literacies and numeracies and skills of inquiry. They demonstrate the ability to apply this knowledge in changing circumstances. Our graduates recognise and critically evaluate issues of social responsibility, ethical conduct and sustainability, are entrepreneurial and creative, and are mindful of their own wellbeing and that of the community. Through respect for diversity and by working in collaborative ways, our graduates reflect the values of the University of Tasmania.

Alterations to the unit as a result of student feedback

The Journal Article Review assessment task has been deleted from the unit (and relocated to the core unit BAA111). Accordingly, the Essay Assignment is now weighted at 25% to reflect the amount of work required, and the weighting of the final closed-book test has been increased to 50%. In addition to this, Section B of the final closed-book test now has a Management reading option added to the HRM and Marketing options.

Prior Skills &/ or Knowledge

N/A
HOW WILL I BE ASSESSED?

Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Task 1: Online Tests</td>
<td>Weeks 4, 7, 9, 11 &amp; 12</td>
<td>5 marks each</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(25 marks in total)</td>
<td></td>
</tr>
<tr>
<td>Assessment Task 2: Essay Assignment</td>
<td>Monday, April 6th by 2pm</td>
<td>25 marks</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td>Assignment Task 3: Closed Book Test</td>
<td>In the lecture session in Week 12</td>
<td>50 marks</td>
<td>1, 2, 3</td>
</tr>
</tbody>
</table>

Assessment details

Assessment task 1: Online Tests

Task description

Students are required to attempt FIVE (5) online multiple-choice tests. Each test will be randomly constructed for every student. The online tests must be taken at a time of your choice during the designated week (i.e. between Monday 12am and Sunday 11:59pm 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.

Criterion Number | Criterion Description                                                                 | Measures Intended Learning Outcome:
1                | Describe and explain various management theories and practices.                       | 1
2                | Use the concepts and language of management in context.                               | 1
3                | Apply management theories to practical situations.                                   | 1

Task length

10 multiple-choice questions per test.

Due by date

Test 1: Week 4
Topics: Foundations of Management; External Environment; Organisational Culture; Decision-making

Test 2: Week 7
Topics: Planning; Organising

Test 3: Week 9
Assessment task 2: Essay Assignment

Task description

The purpose of this assessment task is to develop and assess your knowledge about a key managerial issue. You are expected to cite a minimum of SEVEN (7) academic journal articles in your essay.

Requirements:

This assignment requires you to construct an essay in response to ONE (1) of the following topics:

**Topic 1: Ethics and Social Responsibility**

Using academic journals as your source, define what is meant by the term ‘corporate social responsibility’. Using an industry of your choice, discuss how corporate social responsibility can inform organisational strategy development.

**OR**

**Topic 2: Communication**

Using academic journals as your source, identify and define the elements of the communication process. Using an organisational context of your choice, demonstrate how specific noise factors can undermine each element the communication process, and what managers can do to prevent it.

Completing the assignment

Before you begin your essay assignment the Essay Assignment checklist” which is available in MyLO. This will ensure you have addressed the tasks you need to complete your essay assignment.

Submitting the assignment

You must submit an electronic copy of your essay in MS Word or PDF files only through the Assignment submission link on MyLO. The essay must be submitted by 2pm on the due date. Submissions in any other file formats will not be sufficient for the purposes of on-time submission.
<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>Criterion Description</th>
<th>Measures Intended Learning Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Describe and explain various management theories and practices.</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Use the concepts and language of management in context.</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Apply management theories to practical situations.</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Identify management theories/models and describe their implications for managing teams in organisations.</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Use judgement to recommend solutions to routine organisational problems.</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Search for and reference academic journal articles.</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Review and describe the content of academic journal articles</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>Present an academic argument using written expression.</td>
<td>3</td>
</tr>
</tbody>
</table>

**Task length**

1500 words (maximum) – no 10% leeway!

The Essay Assignment must be submitted in MS Word or PDF word-processed format to the relevant MyLO Drop-Box.

**NB: Your word limit includes everything in your assignment except for the list of references.**

**Due by date**

Monday, April 6th at 2pm.

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**Assessment Task 3: Closed-Book Test**

**Description / conditions**

The closed-book test comprises TWO (2) Sections.

**Section A** requires students to attempt FOUR (4) essay questions. Section A will offer a choice of at least five alternatives (for a total of 40 marks). The questions will be sourced exclusively from the tutorials.

**Section B** 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 readings for the ‘Management’, ‘Marketing’ and ‘Human Resource Management’ (available in the Assessment>In-Class Closed Book Test folder on MyLO).
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Describe and explain various management theories and practices.</td>
<td>1</td>
</tr>
<tr>
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<tr>
<td>6</td>
<td>Present an academic argument using written expression.</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Review and describe the content of academic journal articles.</td>
<td>3</td>
</tr>
</tbody>
</table>

**Task length**

|   | 3 hours                        |

**Due by date**

|   | Week 12 (during the lecture session) |

### How your final result is determined

To pass this unit, you need to demonstrate your attainment of each of the Intended Learning Outcomes.

Your grade will be determined in the following way:

Your overall mark in this unit will be determined by combining your results from each assessment task. These marks are combined to reflect the percentage weighting of each task. You need to achieve an overall score of at least 50% to successfully complete this unit. It is expected that you will seek help (from the unit coordinator in the first instance), well before the due date, if you are unclear about the requirements for an assessment task.

- **PP (pass)** at least 50% of the overall mark but less than 60%
- **CR (credit)** at least 60% of the overall mark but less than 70%
- **DN (distinction)** at least 70% of the overall mark but less than 80%
- **HD (high distinction)** at least 80% of the overall mark

All grades are provisional, until confirmation by the Assessment Board at the end of the study period.
Submission of assignments

The act of submitting your assignment will be taken as certification that it is your own work.

Assignments must be submitted electronically through the relevant assignment tab in MyLO. You must ensure that your name, student ID, unit code, tutorial time and tutor’s name (if applicable) 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 relevant, Unit Coordinators may also request you to submit a paper version of your assignment. You will be advised by the Unit Coordinator of the appropriate process relevant to your campus.

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 a perfect system, items sometimes go astray.

Requests for extensions

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.

Penalties

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.

Assessment items submitted more than five (5) days late will not be accepted.

Academic staff do NOT have the discretion to waive a late penalty, subject to clause 4 above.
**Review of results and appeals**

Review of Assessment is available to all students once the University has released the final result for a unit. If you are dissatisfied with your final result, you may apply to have it reviewed. Applications for a review of assessment are due within 10 working days of the release of the final result in the unit. When applying for a review, you must pay an AUD $50 fee.

If you wish to have a piece of internal assessment reviewed as part of the review process, please state this clearly on the application form referred to above and include that assessment item with your application.

Please read and follow the directions provided by the University at:


**Academic referencing**

Before starting your assignments, you are advised to familiarise yourself 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. 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’ Writing Assignments: A Guide, which can be accessed at: http://www.utas.edu.au/business-and-economics/student-resources. This guide provides you with useful information about the structure and style of assignments in the TSBE.

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 how to maintain academic integrity.

The University library provides information on presentation of assignments, including referencing styles and should be referred to when completing tasks in this unit.

Please read the following statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer.
**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, 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. You may also find the [Academic Honesty site on MyLO](https://mylo.universitytas.edu.au) of assistance.

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 the [Plagiarism and Academic Integrity](https://www.untas.edu.au) page on the University web site or the [Academic Honesty site on MyLO](https://mylo.universitytas.edu.au).

**Academic misconduct**

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, and 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 [Ordinance 9: Student Discipline](https://www.untas.edu.au) – Part 3 Academic Misconduct.
The University Behaviour Policy sets out behaviour expectations for all members of our University community including students and staff.

The aim in doing so is to ensure that our community members are safe, feel valued and can actively contribute to our University mission.

It is expected that community members behave in a manner that is consistent with our University values – respect, fairness and justice, integrity, trust, responsibility and honesty. There are also certain behaviours that are considered inappropriate, such as unlawful discrimination, bullying and sexual misconduct.

The accompanying University Behaviour Procedure sets out the process and avenues that University community members can access to resolve concerns and complaints regarding inappropriate behaviour by a University community member. Wherever possible, the focus will be on early intervention and a ‘restorative’ approach that creates awareness of inappropriate behaviour and its impact on others. However, in some cases, students who engage in inappropriate behaviour may be subject to disciplinary proceedings, which may impact upon continuation of their studies.

Students can seek support and assistance from the Safe and Fair Community Unit SaFCU@utas.edu.au or ph: 6226 2560.

Matters are dealt with in confidence and with sensitivity.
WHAT LEARNING OPPORTUNITIES ARE THERE?

Resources

Required readings

You will need the following text:


Recommended readings (Academic publications)


Recommended readings (Professional publications)

In addition to the texts recommended above, you are also expected to be familiar with the key professional publications in the discipline from which useful insights may be derived. In particular, you are encouraged to review regularly the relevant papers that are published in:

- HRM Magazine
- Professional Manager Magazine
- Australian Financial Review

Reading Lists

Reading Lists provide direct access to all material on unit reading lists in one place. This includes eReadings and items in Reserve. You can access the Reading List for this unit from the link in MyLO, or by going to the Reading Lists page on the University Library website.
Activities

Learning expectations

The University is committed to high standards 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.

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.

Details of teaching arrangements

The unit’s teaching schedule commences in the week beginning 3rd February, 2020.

Lecture/Tutorial Mode

For students enrolled in the on-campus mode in Hobart, Launceston and the Cradle Coast, there will be a series of 12 face-to-face lectures held weekly throughout the study period. In addition, there will be a series of 11 face-to-face tutorial sessions held weekly throughout the study period, starting in Week 2.

Specific attendance/performance requirements

Whilst it is not compulsory for students to attend the weekly tutorials, it is important to note that evidence of non-engagement* at the end of Week 4 will be grounds for your unilateral unenrolment from the unit (at the discretion of the unit coordinator). It is also important to note that the questions in Section A of the in-class closed-book test (i.e. 30% of the marks for the unit) are discussed in detail during the tutorial sessions – so attendance and contribution to these sessions is highly encouraged.

*In this unit, your active engagement will be monitored in the following way:

1. Attendance at weekly tutorials
2. Completion of online tests

Student Success Program

This unit is in partnership with the UTAS Student Success team. It is normal to take a while to learn how university works and because of this the Student Success team ring first year students to help with university processes and access to the full range of personal and learning support services at UTAS. A member of the Student Success team may have already contacted you by phone at the commencement of your studies.
to welcome you to the university. For this unit the team may also call to offer advice, support and referral to other staff or services.

**TUTORIAL PROGRAM**

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

It is also important for you to note that active participation in these tutorials is highly recommended as preparation for the end-of-study period closed book test. These tutorials are designed to enhance these skills and abilities.

**Week 2: Foundations of Management & The Contemporary Workplace**

1. What is an ‘organisation’ and why are managers important to an organisation’s success?
2. What is the benefit of seeing an organisation as a ‘system’? What difference would this view make to you as a manager?
3. In today’s environment, which is more important to organisational success – efficiency or effectiveness?
4. Visit [THIS WEBSITE](#) and describe the roles and responsibilities of all participants in the unit’s tutorial program.

**Week 3: The External Environment & Organisational Culture**

1. What elements comprise an organisation’s General Environment of an organisation? Use examples to illustrate your answer.
2. What elements comprise an organisation’s Specific Environment? Use examples to illustrate.
3. How might a manager go about detecting changes in their external environment?
4. What is meant by the term ‘organisational culture’?
5. Identify and describe the dimensions of organisational culture.

**Week 4: Decision-Making**

1. Describe the steps in the decision-making process. Use examples to illustrate your answer.
2. What is the difference between an ‘optimising decision’ and a ‘satisficing decision’? Use examples to illustrate your answer.
3. Using examples, explain how ‘risk’, ‘certainty’ and ‘uncertainty’ influence the decisions that managers make.
4. Do an on-line search for the phrase ‘worst business decisions’. Choose TWO (2) examples and describe what happened. How could the managers in each have made better decisions?

**Week 5: Planning**

1. Define planning, and explain the difference between formal and informal planning.
2. Identify the different types of plans commonly used in the business context. In what circumstances would each type of plan be most effective to use?
3. Using examples to illustrate your answer, describe the characteristics of well-designed goals.
4. Using examples to illustrate your answer, describe the steps in the goal setting process.

**Week 6: Organising**
1. What is the organising function? Why is it important? How does it relate to the other management functions?
2. Discuss the traditional and contemporary views of each of the key elements of organisational structure.
3. Using examples, discuss the organisational design challenges facing managers today in relation to keeping employees connected.

**Week 7: Ethics and Social Responsibility**
1. What is meant by the term ‘corporate social responsibility’? To what extent should businesses be socially responsible?
2. Identify the alternative views of ethical behaviour and briefly describe the main emphasis of each view.
3. What is an ethical dilemma? Describe some of the causes of ethical dilemmas in the management context.
4. Discuss the ways in which ethical standards may be established and maintained in organisations.

**Week 8: Leadership**
1. Define what is meant by the terms ‘leader’ and ‘leadership’. Why is this distinction important?
2. Explain why managers need to work on their leadership skills.
3. Explain the dual responsibilities required of a leader. Using examples, describe when a leader should emphasise one type of responsibility over the other.
4. Define the term ‘team leadership’. What skills and abilities does a manager require to be an effective team leader?

**Week 9: Communication**
1. Identify and define the components of the communication process. Describe what managers need to know in order to communicate effectively in the workplace.
2. Identify and define the barriers to effective communication. What can a manager do to overcome these barriers?
3. Explain how managers can use active listening and constructive feedback skills effectively at the workplace.
4. Discuss the challenges of managing communication in an online working environment.

**Week 10: Controlling**
1. Explain the importance of ‘control’ in the organisational context.
2. Describe the three steps in the control process.
3. Using examples, identify and define the components of feedforward, concurrent and feedback controls.
4. Describe how balanced scorecards and benchmarking are used in controlling.

**Week 11: Human Resource Management/Marketing Management**
1. Explain the three reasons why human resource management is important.
2. Explain the process required to recruit and select quality new employees.
3. Define what is meant by the term ‘Marketing Management’.
4. Identify and define each of the elements of the marketing mix, and the management issues associated with each.

5. **Use this tutorial to ask any questions you may have about preparing for the final in class closed book test examination.**
<table>
<thead>
<tr>
<th><strong>WEEK</strong></th>
<th><strong>WEEK BEGINNING</strong></th>
<th><strong>TOPIC/ MODULE/ FOCUS AREA</strong></th>
<th><strong>READINGS ETC.</strong></th>
<th><strong>DUE DATES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>February 3rd</td>
<td>Foundations of Management</td>
<td>Textbook Chapter 1 &amp; ‘A Brief History of Management’ module Video 1.1, 1.2 &amp; 1.3</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>February 10th</td>
<td>The External Environment &amp; Organisational Culture</td>
<td>Textbook Chapter 2 Videos 2.1 to 2.5</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>February 17th</td>
<td>Decision-Making</td>
<td>Textbook Chapter 3 Video 3.1, 3.2 &amp; 3.3 Audio 3.1</td>
<td>Online Test #1 Wednesday 26th February: Launceston Cup holiday. Please check with your lecturer if there are alternative arrangements for your class.</td>
</tr>
<tr>
<td>4</td>
<td>February 24th</td>
<td>Planning</td>
<td>Textbook Chapter 4 Video 3.1 &amp; 3.2 Audio 3.1</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>March 2nd</td>
<td>Organising</td>
<td>Textbook Chapter 5 Video 4.1 &amp; 4.2 Audio 4.1</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>March 16th</td>
<td>Leadership</td>
<td>Textbook Chapter 11 Video 7.1, 7.2 &amp; 7.3 Audio 7.1</td>
<td>Online Test #2</td>
</tr>
<tr>
<td>8</td>
<td>March 23rd</td>
<td>Communication</td>
<td>Textbook Chapter 12 Video 8.1 Audio 8.1</td>
<td></td>
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<tr>
<td>9</td>
<td>March 30th</td>
<td>Controlling</td>
<td>Textbook Chapter 13 Video 9.1 Audio 9.1</td>
<td>Online Test #3</td>
</tr>
<tr>
<td>10</td>
<td>April 6th – 8th</td>
<td>Human Resource Management</td>
<td>Textbook Chapter 6 Video 10.1 Audio 10.1</td>
<td>Essay Assignment</td>
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<td></td>
<td>April 16th – 17th</td>
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</tbody>
</table>

**Mid-semester break: Thursday April 9th to Wednesday April 15th, inclusive of the Easter public holidays**

| 11       | April 20th        | Marketing Management          | Required Reading 11.1 Video 11.1 | Online Test #4 |
| 12       | April 27th        | Final Assessment: Closed-Book Test | None | Online Test #5 |

**Exam Period: 3rd to 9th May (inclusive)**
The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.