



**International College of Management Sydney**

In association with

**Macquarie University  
Division of Economic and Financial Studies  
Graduate Accounting and Commerce Centre**

**Management & Organisations**  
**ICMS 801**

**Unit Outline**  
**Semester 1 - 2008**

*Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult the lecturer.*

**Lecturer:**

**Sarah King**  
[sking@icms.edu.au](mailto:sking@icms.edu.au)

**Prerequisites:**

*There are no prerequisites for this course.*

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## 1) Introduction – About this Unit

Organisations have refined the ability to survive and grow to a remarkable degree through specialisation in the division of labour, coordination in the management of a multiplicity of efforts towards a common outcome, and tactics to control the environment and give predictability to the enterprise. Yet despite this knowledge, survival is by no means assured and relies significantly on addressing a range of influences in the design of the organisation and philosophies of management as applied to configuration of the enterprise.

This unit aims to develop a practical awareness of the variables to be considered by providing a conceptually challenging evaluation of the constructs of organizational forms and the impact of current forces on new designs. We will study the evolution of ideas and processes in the management of organisations; to understand the forces and ideas that shape an organisations' effectiveness and efficiency; to examine the issues and tools necessary for managers in contemporary decision-making.

## 2) Teaching Staff

**Lecturer**      **Sarah King**

- Email: [sking@icms.edu.au](mailto:sking@icms.edu.au)

There are no formal consultation hours for this unit. However, the lecturer is available to students after class, online or by appointment.

## 3) Unit Time and Location

### Monday Afternoon Class (Manly)

- **Classes** will run from 2.00pm to 5.00pm at ICMS.

The timetable for classes can be found on the University web site at:  
<http://www.timetables.mq.edu.au/>

## 4) Textbook and related materials

### Required textbook

Robbins, S.P. and Barnwell, N (2006) Organisation Theory; concepts and cases, 5th edition, Australia, Pearson Education Australia.

Supplementary material is provided for various sessions on the course website to extend the textbook and class material to contemporary issues and across disciplines. Reference should be made to these documents to support personal learning and insight in the various assessments.

**Recommended References** (available in library)

Clegg,S; Kornberger, M and Pitsis, T (2005) *Managing and Organisations – An Introduction to Theory and Practice*, Sage Publications

Grey, C (2006) *A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Organisations*, Sage Publications

Jaffee,D. (2001) *Organization Theory: Tension and Change*, McGraw Hill

Minzberg, H. (1983) *Structure in Fives*, Prentice Hall.

**Additional references**

Bartol, K. and Martin, D. (1994) *Management*, 2<sup>nd</sup> Ed, McGraw Hill, pp309-337

Bolman, L. and Deal, T. (1991) *Reframing Organisations*, Jossey-Bass Publishers

Crainer, S. (1998) *Key Management Ideas: Thinkers that Changed the Management World*, 3rd Edition, Financial Times, Prentice Hall.

David, F. (1995) *Strategic Management*, Prentice Hall

Jacques, E. (1998), *Requisite Organisation*, Cason Hall & Co

Jones, Gareth (2004), *Organisational Theory, Design & Change*,

Hall, R. (1996) *Organisations (Structures, Processes and Outcomes)*, Prentice Hall.

Hammer, M. and Champy, J. (1994) *Reengineering the Corporation*, Allen & Unwin

Harvard Business Review (1999) *Corporate Strategy*, HBR Paperback

Hatch, M. (1997) *Organisation Theory*, Oxford University Press

Korb, D, Osland, J. and Rubin, I. (1995), *The Organisation Behaviour Reader*, Prentice Hall.

Minzberg, H. (1989) *Minzberg on Management*, The Free Press.

Quinn, R. O'Neill, R. and St. Clair, L. (1999) *Pressing Problems in Modern Organizations (That Keep Us Up at Night)*, AMACOM.

**Related required materials**

The course syllabus, lecture notes, case studies, reading handouts and various external links are available at the course website

**<https://learn.mq.edu.au/webct/logon/24383769001>**

Some additional readings may be placed in the special reserve section of the Pollard Research Centre [ICMS Library].

## 5) Unit Web Page

The course syllabus, lecture notes, assessment papers, marking criteria, reading handouts and various external links are available at the course website:

**<https://learn.mq.edu.au/webct/logon/24383769001>**

Students will be assigned a login and password by the IT Coordinator at the orientation session.

## 6) Unit Objectives – Learning Outcomes

This unit is designed to provide students with an overview of organisation theory. The learning outcomes of this unit are:

- define organisation theory and plot the evolution of theory from its earliest form to latest ideas.
- define differing approaches to organisational effectiveness and deduce possible improvements for management effectiveness in contemporary and global environments
- identify the dimensions of organisation structures, and compare and contrast different organisational structures
- analyse organisational strategy and the effects of external factors on organisational management and decision-making
- examine ways in which modern technology and the environment both constrain and expand the traditional roles of management strategies within organisational structures
- describe the ideas of power and control as they impact organisations
- explain the concepts of innovation, knowledge management and organisational learning. Discuss how these concepts enable organisations to overcome constraints imposed by traditional bureaucratic structures to become innovative organisations

### *Generic skills*

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students generic skills in a range of areas. One of the aims of this unit is that students develop their skills in the following:

- *research skills*
- *collaboration and leadership skills*
- *communication skills* for effective presentation and cultural understanding
- *problem-solving skills* to apply and adapt knowledge to the real world
- *critical analysis skills* to evaluate, synthesise and judge
- *creative thinking skills* to imagine, invent and discover.

## **7) Unit Approach – Teaching & Learning Strategy**

Learning for the unit will require students to attend structured seminars (of 3 hours in length), read material from a number of sources and complete assignments both as an individual and in a group.

Structured seminars will consist of a mix of activities (lectures, group discussion, experiential learning and game-playing, group tutorials and break-out sessions). Lectures will be limited wherever possible to 20 minutes in length and other activities will be structured to enable students to experience the practical realities of theory in action.

A number of guest lecturers have been arranged from members of the Sydney business community to give a real life perspective on issues and first hand knowledge and involvement in some of the case studies.

Please see the week by week list of topics at the end of this unit outline.

## 8) Assessments

### a) Assessment Schedule:

<i>Component</i>	<i>Weighting</i>	<i>Assessment</i>
<b>Individual Assignment</b>	<b>20%</b>	Research paper on contemporary issues
<b>Group Research Assignment</b>	<b>20%</b>	A negotiated field study, report and presentation
<b>Class participation</b>	<b>10%</b>	Class contribution throughout the semester, quiz, workshop critique on group projects
<b>Final Exam</b>	<b>50%</b>	Formal exam comprising short essay questions & case study
<b>Total</b>	<b>100%</b>	

### b) Assessment Components:

#### 1. Individual assignment - 20%

- A research paper [2000 – 2500 words] to be submitted by 7th April 2008. Paper should demonstrate (a) original research and thorough collection of all relevant facts (b) use of current theories in analysis (c) insights formed from the application of theory to facts and (d) a well constructed argument/position.
- Papers will be required to be both:
  - electronically submitted through the course website before 2PM on the due date
  - a hardcopy and signed plagiarism declaration to be lodged with the Lecturer at the commencement of class [2PM] on the due date.
- Further details on the question, marking criteria and submission requirements are found in Section 15 of this outline.

#### 2. Group research project - 20%

- A negotiated field study, report and presentation to the class on Monday 12th May 2008.
- Groups [teams of four -six people] will be allocated in the first lecture.
- The assignment will be in form of a consulting project:- commissioned by a “client” and presented in the form of a Board Report & a 15 minute

presentation. Will require the group to conduct a field study / research of the organisation.

- Board Reports will be required to be both:
  - electronically submitted through the course website before 2PM on the due date
  - a hardcopy and signed plagiarism declaration to be lodged with the Lecturer at the commencement of class [2PM] on the due date.
- Further details on the question, marking criteria and submission requirements are found in Section 16 of this outline.

### 3. Class Participation - 10%

- The purpose of case studies, discussion, workshops and group assignments is to provide an opportunity to reinforce and clarify essential concepts, promote class interaction and to apply concepts within a managerial context. Classes will proceed on the assumption that participants have prepared at home for this class work by completing essential reading, reviewing the business press and in particular considering the impact of contemporary and technological developments.
- Students will be assessed on their participation in class activities as well as contribution to group work, group presentations and any quizzes. General participation in class will include the quality of contribution to class discussion, consistency of contribution plus quality of participation in online forums. Lack of preparation for class will result in marks deducted.
- An online quiz will be held during Weeks 3-4. To be completed before the 2pm class on 17<sup>th</sup> March 2008
- **Attendance** in class is compulsory. It is the prerogative of the Lecturer to **fail** any student who does not attend at least **80%** of lectures.

### 4. Exam – 50%

The final examination will have a 50% weighting. An exam will be held at the end of the term and will be based on the material covered in the course. This “material” comprises the content of the classes, the textbook, the assignments, project and the supplementary readings.

- The final examination will be two hours duration.

- **Critical Pass:** Besides having to pass this unit *overall* (i.e. achieving a final mark of minimum 50 out of 100 points), students must also pass the final exam in order to pass this unit. Hence students must achieve a minimum of 25 out of 50 maximal points for the final exam (regardless of the mark achieved for the individual & group assignments). Students failing to meet this requirement will be awarded an F grade and will be required to repeat the unit.

*No correspondence* will be entered into directly with any student regarding *academic performance*, i.e. marks/grades of assignments, quizzes or final exams. *Please also note that emails will not be replied to after the final exam.* Students wishing to appeal their grade must do so through the authorised University channel. The only time marks can be changed is due to an error in adding up. As this is done automatically through a spread-sheet, it is highly unlikely that this situation will ever arise.

The final exam *must* be taken when scheduled. The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at: <http://www.reg.mq.edu.au/Forms/APSCons.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. Students should also note that supplementary exams are subject to a more rigorous marking procedure owing to the benefit of extra study time for the student.

## 9) Assessment Objectives and Rationale

The learning experience is not intended to make students subject matter experts in what is a vast field of theory and practice that overlaps extensively with the related disciplines of sociology, philosophy, economics and modern history. Rather it will provide students with sufficient requisite information to understand the theoretical principles involved, their interrelationships, and their practical application in organisations. Assessment objectives are to ensure that students have a solid grasp of the theoretical foundations of the organisation theory and are able to articulate and apply these in a variety of real-world situations.

Students will be asked to explore differing philosophies on organisations, and come to a personal understanding of the content covered. It is a subject matter with a wide variety of competing theories/ideas and few – if any - “scientific” truths or generally accepted theoretical principles. It is anticipated that students should be able to clearly articulate a personal view of the key issues, drawing upon theoretical constructs and practical application to support their opinion.

Students are expected to take full responsibility for managing their own learning, just as they are expected to do so in managing their own careers. Assessment results for the subject will reflect the degree to which individual students have come to grips with understanding the principles involved and demonstrated this understanding in practical application or real-world scenarios.

One of the key assessment objectives is to ensure the early identification of students having difficulties with the subject. This will be achieved by using a mixed and continuous assessment process – particularly by encouraging a challenging and lively discussion of the subject matter in group discussion.

As well as personal insights into the course also aims to promote the student's graduate skills with practical exercises, workshops and presentations that contribute to the development of communication skills in terms of persuasion and presentation ability - a necessary attribute for today's corporate culture. Additionally presentations and assessment papers will be limited in time or word count, requiring students to develop a refined and concise ability to argue persuasively and critically.

### **Other assessment requirements**

On equity grounds, assignments that are late (ie, without formal extensions) will have marks deducted at a rate of 10% of the total awarded per day. Recognising that participants may have unexpected events arise during the term of study it may become necessary in some instances to grant extensions. Please make application prior to the due deadline by email or fax.

All assignments, projects and case study reports should be presented as original documents in **hard copy form** and lodged to the lecturer in person before 2PM on the due date. An **electronic copy** of the document must be uploaded into the course website before 2PM on the due date. Email and faxes are not acceptable except

when agreed with the lecturer. These should be followed by printed originals at the next opportunity.

To reduce the volume of paper handling and assist with marking, each paper should be stapled or riveted in the top left hand corner only. Please do not bind the spines or submit documents with plastic or cardboard covers.

A completed cover sheet and **signed plagiarism declaration** for each assessment must be attached to every assessment. Copies of the relevant form are included with the assessment in the assignment section of the course website. As all papers are marked blind only the cover page should identify the name of the student. Page headers and footers should have no names.

Where specified, limits on word counts are indicative and allowance may be made for +/- 5%. The underlying objective for all assessments is to produce focused, well argued and succinctly worded reports.

Assessment criteria and reports will distributed to each participant but original documents may be retained. Participants should therefore keep a copy of all assessment work submitted for use during any discussion session and for taking further notes from comments of class members and the lecturer.

All students are required to complete any assigned reading; prepare for and attend all classes (i.e. class attendance and participation is compulsory); participate in class discussions; complete assignments (including group assignment presentations); and complete the final examination.

## 10) Cheating and Plagiarism

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own". Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found here: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if

you are found guilty. Penalties may include a deduction of marks, failure in unit, and/or referral to the University Discipline Committee.

A completed cover sheet and signed plagiarism declaration for each assessment must be attached to every assessment. Copies of the relevant form are included with the assessment in the assignment section of the course website and can be found below:

### Student Declaration:

#### All contributory assessments must contain this declaration.

Student:
Subject:
Lecturer:
Assessment:
Word Count:
Due Date:
<p><i>I am aware of ICMS' policy on plagiarism. This assessment does not breach those requirements nor has it been previously submitted for evaluation contributing to any other Diploma or Degree Course. The ideas and information that are not those of the writer have been referenced accordingly, including personal communication. I have read the information available from <a href="http://www.student.mq.edu.au/plagiarism/">http://www.student.mq.edu.au/plagiarism/</a>.</i></p> <p><i>I give my permission for my assessments to be held electronically by the College for checks against plagiarism now and in the future.</i></p> <p><i>I certify that:</i></p> <ul style="list-style-type: none"> <li>• <i>This assignment is my own work, based on my personal study and/or research.</i></li> <li>• <i>I have acknowledged all material and/or sources cited in this assignment.</i></li> <li>• <i>The assignment has not been previously submitted in whole or in part for assessment.</i></li> <li>• <i>I have not copied in part, or whole or otherwise plagiarised the work of others.</i></li> <li>• <i>The assignment is within the word or page limit specified in the Unit Outline.</i></li> <li>• <i>I have read and I acknowledge the criteria used for assessment.</i></li> </ul> <p><i>Note: Assignments will not be accepted for marking unless the certification is signed and dated. If you do not understand the implications of the certification, or the criteria used for assessment, ask the Unit Convenor before starting the assignment.</i></p>
Signed:
Student No:

## 11) University Policy on Grading

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e. the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performance of their students should achieve similar results.

A description of the grading system is given below.

*Description of unit grades*

HD	High Distinction	<i>denotes performance which meets all unit outcomes in such an exceptional way and with such marked excellence that it deserves the highest level of recognition.</i>
D	Distinction	<i>denotes performance which clearly deserves a very high level of recognition as an excellent achievement in the unit.</i>
Cr	Credit	<i>denotes performance which is substantially better than would normally be expected of competent students in the unit.</i>
P	Pass	<i>denotes performance which satisfies unit outcomes.</i>
PC	Conceded Pass	<i>denotes performance which meets unit objectives only marginally, and which is therefore unlikely to be adequate preparation for further studies in the area.</i>
F	Fail	<i>denotes performance which does not meet unit objectives.</i>

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students.

## **12) Student Support Services**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au/>.

### 13) Dress Code for students at the International Campus in Manly

The International College of Management Sydney is a leading educator in hotel management, tourism and associated service industries. To encourage a spirit of excellence in personal appearance as part of our education program, preparing graduates for careers in service industries, the College expects all staff and students to conform to a professional level of dress while on College premises.

The College has a mandatory dress code for all its undergraduate students which Masters students are asked to respect. Below is the dress code that currently applies:

Female acceptable	Male acceptable
<ul style="list-style-type: none"> <li>- Coordinated business suit</li> <li>- Skirts knee length and below</li> <li>- Make up simple and natural</li> <li>- Panty hose are not compulsory but recommended</li> <li>- Boots only with business pants</li> <li>- Business like shoes</li> <li>- Business skirt or pants with shirt or high neck long sleeve top</li> <li>- Jumpers and vests over shirt/top</li> </ul>	<ul style="list-style-type: none"> <li>- Business suit</li> <li>- Business pants with shirt or high neck long sleeve top</li> <li>- Polo neck tops</li> <li>- Conventional haircut above the collar</li> <li>- Long hair in one ponytail</li> <li>- Trimmed and clean beards or moustaches</li> <li>- Business like shoes preferred however ankle boots permitted</li> <li>- Jumpers and vests over shirt/top</li> </ul>
Female not acceptable	Male not acceptable
<ul style="list-style-type: none"> <li>- Any denim</li> <li>- Open toe, platform or sports shoes</li> <li>- Wearing visible earrings or studs apart from on ear lobes</li> <li>- Visible tattoos</li> <li>- T-shirts</li> <li>- Revealing necklines</li> <li>- Extreme hair colours or styles</li> <li>- Stirrup pants</li> <li>- Midriff tops</li> </ul>	<ul style="list-style-type: none"> <li>- Any denim</li> <li>- Open toe, platform or sports shoes</li> <li>- Wearing visible earrings, studs, necklaces or bracelets</li> <li>- Visible tattoos</li> <li>- T-shirts</li> <li>- Extreme hair colours or styles</li> <li>- Rings on thumb or index finger</li> </ul>

All students taking MIB and MCom units at the International Campus are expected to abide by the dress code while attending classes or elsewhere on the Campus, including the computer laboratories or the Courtyard Café. Please note that the Pollard Resource Centre is free of dress rules.

**Students who do not respect the dress code may be asked to leave the campus.**

The College reserves the right to determine whether specific items of dress are within the code or not.

*Thank you for being part of our great College community. Not just an education! An experience!*

**14)ICMS801 Week by Week Outline****Semester 1, 2008 – Monday 2pm – 5pm**

Week	Date	Topic	Chapter	Assessment/ Other
1	25 Feb	Introductions & Overview of course material Organisation Theory – introduction. Concepts and definitions of OT. Framework for study. Systems theory & perspectives of analysis	1	
2	3 Mar	Evolution of management/organisational theory An overview of the development and schools of theory – from the Classical approach to Radical Organization Theory.	2	
3	10 Mar	The roots of Effectiveness Defining effectiveness. A comparison of approaches and their contextual relevance.	3	
4	17 Mar	The Aeroplane Game. (The evolution of organisations from sole trader to large multinational, and how the external environment impacts management and organisations).		Online Quiz
<b><i>Easter Monday Holiday (24 Apr)</i></b>				
5	31 Mar	Organisation structure Complexity, formality and centrality - Parameters of structure and their application. Configurations – aspects of organisational design	4,6 &10	
6	7 Apr	The nature of strategy Defining strategy – levels, types and frameworks and impact on structure	5, 10	Individual assignment due Guest Lecture
<b><i>Mid Semester Break (14 Apr &amp; 21 Apr)</i></b>				
7	28 Apr	Contingencies: Size, Technology & Environment - changing the role of management Scope of technology – exploring the boundaries and focus of innovations, approaches to understanding and managing the impact. Contrasting service vs manufacturing on structure. Examine the influence of the environment on organisations and how structural design is a tool to manage environmental uncertainty	7, 8 & 11	
8	5 May	Power & control in organizations. Theories of power & alternative perspectives of power and control in organisations	9	
9	12 May	Presentations of Group research Projects		Gp Assignt
10	19 May	Innovation, knowledge management & organisational learning	15	Guest Lecture
11	26 May	Organisational Theory – Summary & Revision		
12	2 Jun	<b><i>Final exam</i></b>		

**15) ICMS801 Individual Assignment****Individual assignment: Foster's Grapes of Wrath****Due: 7th April 2008****Aim**

To prepare a report to the Chief Financial Officer (CFO) of the Foster's Group on the organisational effectiveness of the Foster's Group.

**Background**

The Foster's Group is Australia's largest beer & wine company. Foster's owns, produces, markets and distributes alcoholic beverages not just in Australia but globally.

*Recent History*

In May 2005, The Foster's Group acquired Southcorp, a premium wine business. The acquisition fit into the Foster's CEO, Trevor O'Hoy's, new "multi-beverage" strategy. As the acquisition concluded, the CEO announced a structural reorganisation to integrate the two companies and align to the new strategy. In August 2006 Foster's again reorganised to its current form with 3 customer-facing regional businesses. Supply, marketing and support businesses were then structured to operate globally in support of all the regional businesses.

*Stakeholders*

By mid 2007, difficult trading conditions, particularly in the wine business, resulted in customer and investor dissatisfaction as profits fell short of expectations:

**Foster's Grapes of Wrath**

"... Since then, everything outside his [Trevor O'Hoy's] control that could go wrong, has. An international wine glut, overproduction in Australia, and a rapid lift in the Australian dollar has crimped revenue.

Things under his control haven't fared much better. Key executives have quit, integration of the beer and wine businesses has been more painful than anticipated and the big cost savings have failed to materialize...

... O'Hoy was savaged by investors in February, when Foster's delivered a dismal first-half result - particularly from its Australian wine operations...

...We believe that Foster's corporate structure (large Australian beer business and large Australian/US/UK wine business) is sub-optimal," said Merrill Lynch analyst David Errington ..."

Scott Rochfort, 21 July 2007, The Sydney Morning Herald, page 39

By late 2007 Foster's had responded to criticism from these key stakeholders and more positive news followed the 2007 year end August results presentation:

**Two big `mistakes' helped turn Foster's rational**

"The holistic point is that Foster's is now a uniquely effective global wine business... It is also now a business that is getting there in capital usage terms."  
Terry McCrann, 29 August 2007, Herald-Sun, p33

**Foster's out of danger zone: O'Hoy**

"... Beer, wine, and spirits company, Foster's Group, has announced a 16.8 percent rise in underlying net profit to \$716 million, and says its struggling wine division is showing signs of a resurgence. Revenue went from \$4.3 billion in 2005-06 to \$4.5 billion. Foster's share price climbed 5.3 percent, or 32 cents, to \$6.32 on the news..."  
Simon Evans , 29 August 2007, Australian Financial Review, p50

Foster's, through their "sustainability" program, also focus on other stakeholders. Importantly, O'Hoy elevated the accountability for "sustainability" to the most senior level of management under his leadership in 2007.

**Sustainability Report 2007**

"At Foster's, we continually improve our practices to ensure we minimise negative impacts and maximise the positive social, environmental and economic outcomes of our global business operations."  
Trevor O'Hoy, Foster's Group Limited Sustainability Report 2007, page 1

In contrast,

**Grog an election non-issue**

"...an unpublished Federal Government report shows the annual economic impact of alcohol-related crime, violence, treatment, premature death and lost productivity has more than doubled from \$7.6 billion in 1999 to \$15.3 billion in 2005..."  
From Jill Stark, 15 November 2007, The Age, page 4

**Assignment Objectives**

On the 30th January 2008 the Foster's Group announced the appointment of a new Chief Financial Officer (CFO), Angus McKay, who previously held the Finance Director position in the Australia, Pacific and Asia business. You have been asked to prepare a report to Mr McKay on the organisational effectiveness of the Foster's Group.

With reference to academic, recent business press and shareholder information (eg Fosters' Annual Report, Sustainability Reports, press releases) use current theories of organisational effectiveness to critically examine the effectiveness of Fosters (see [www.fosters.com.au](http://www.fosters.com.au)). In your analysis, and referring to the stakeholder and balance scorecard theories, examine the extent to which Foster's should be held accountable for their business' "negative impacts" in communities, the environment, the marketplace and workplace. Evaluate the organisation's effectiveness and outline any recommendations you have for the new CFO that would improve the company's approach towards effectiveness.

**Deliverables**

Papers of between 2000-2500 words should demonstrate (a) use of current theories in analysis (b) original research and thorough collection of all relevant facts (c) insights formed from the application of theory to facts and (d) a well constructed argument/position. Assignments are due by the start of class in **week 6 (7th April 2007)**.

On equity grounds, assignments that are late (ie, without formal extensions) will have marks deducted at a rate of 10% of the total awarded per day. Recognising that participants may have unexpected events arise during the term of study, extensions may become necessary in some instances. Please make application prior to the due deadline by email or fax.

All assignments, projects and case study reports should be presented as original documents in hard copy form and lodged with the lecturer at the commencement of class. Electronic copies of the submitted documents must be lodged in the assignment folder/manager on the Blackboard course website. Email and faxes are not acceptable except when agreed with the lecturer. These should be followed by printed originals at the next opportunity.

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Where specified, limits on word counts are indicative and allowance may be made for +/- 5%. The underlying objective for all assessments is to produce focused, well argued and succinctly worded reports.

Assessment criteria and comments will distributed to each participant but original documents may be retained. Participants should therefore keep a copy of all assessment work submitted for use during any discussion session and for taking further notes from comments of class members and the lecturer.

### Glossary of Key Words

The Board of Studies NSW has developed a glossary of key words found in NSW high school examination questions. Students might find this glossary helpful in understanding what is expected in response to assessment tasks. Key words in question are underlined. Link is at:

[http://www.boardofstudies.nsw.edu.au/syllabus\\_hsc/glossary\\_keywords.html](http://www.boardofstudies.nsw.edu.au/syllabus_hsc/glossary_keywords.html)

### Assessment guidelines

Each assignment will be marked with reference to the specific assessment criteria in accordance with the following guideline.

Grade	Marking Key	Proficiency	Mark at 50% pass level	Criteria
HD	Excellent	A+	85 - 100	Meets all criteria in an exceptional way and with marked excellence
D	Very Good	A A-	80 - 84 75 - 79	Meets much of the criteria at a very high level
Cr	Good	B+ B B-	72 - 74 69 - 72 65 - 68	Meets the majority of the criteria to a sound degree
Pass	Satisfactory	C+ C	55 - 64 50 - 54	Meets key criteria to a satisfactory extent
Conceded pass	Marginal	C-	45 - 49	Demonstrates a basic understanding of key criteria
Fail	Unsatisfactory	F	35 - 45 25 - 34 1 - 24	Demonstrates an awareness of some of the criteria Demonstrates an awareness of relevant issues Demonstrates an awareness of some associated issues



# Assignment Cover Sheet

(To be completed by students and attached to front of each assignment)

Family Name: \_\_\_\_\_

Other Names: \_\_\_\_\_

SID Number: \_\_\_\_\_

Subject Code: ICMS801

Subject Name: Management & Organisations

Lecturer's Name: Sarah King

Word Count: \_\_\_\_\_

Assignment Title: Foster's Group: Grapes of Wrath

Due Date: 7<sup>th</sup> April 2008

Time and Date Submitted: \_\_\_\_\_

Please confirm that your assignment meets the requirements (by ticking each box) before submitting it:

- The declaration below has been read, signed and dated
- A **duplicate copy** of the assignment has been kept by the student
- The assignment has **not been submitted previously** for assessment in another unit
- An electronic copy has been lodged** in the assignment folder/manager on the course website.
- All other requirements as detailed in the Unit Outline have been checked and complied with.

## Academic Honesty

All forms of plagiarism and unauthorized collusion are regarded seriously by the College and could result in penalties including failure and possible disciplinary action. If you are in doubt please consult with the course unit instructor for further information, or visit the College website for further information on Academic Honesty.

## Declaration

*I am aware of ICMS' policy on plagiarism. This assessment does not breach those requirements nor has it been previously submitted for evaluation contributing to any other Diploma or Degree Course. The ideas and information that are not those of the writer have been referenced accordingly, including personal communication. I have read the information available from <http://www.student.mq.edu.au/plagiarism/>.*

*I give my permission for my assessments to be held electronically by the College for checks against plagiarism now and in the future.*

*I certify that:*

- This assignment is my own work, based on my personal study and/or research.*
- I have acknowledged all material and/or sources cited in this assignment.*
- The assignment has not been previously submitted in whole or in part for assessment.*
- I have not copied in part, or whole or otherwise plagiarised the work of others.*
- The assignment is within the word or page limit specified in the Unit Outline.*
- I have read and I acknowledge the criteria used for assessment.*

*Note: Assignments will not be accepted for marking unless the certification is signed and dated. If you do not understand the implications of the certification, or the criteria used for assessment, ask the Unit Convenor before starting the assignment.*

.....  
**Student Signature**

.....  
**Date**

<b>Marking Matrix for Individual Assignment (20%)</b>							
<b>Key:</b> U = Unsatisfactory M = Marginal S = Satisfactory G = Good VG = Very Good E = Excellent							
	<b>% Weighting</b>	<b>U 0</b>	<b>M 1</b>	<b>S 2</b>	<b>G 3</b>	<b>VG 4</b>	<b>E 5</b>
<b>Introductory outline</b> - Context relevance, persuasion, justification, value of the paper, scope, objectives, limitations of the question	5%						
<b>Evidence of research</b> - Evidence of reading, extent of research and quality of references, appropriateness of the overall framework to the question, overall substantiation	15%						
<b>Evidence of reading</b> - Depth of analysis of the material, understanding and synthesis of ideas, Lit review and mapping/ characterisation of features.	20%						
<b>Evidence of critical thinking/argument</b> - Comparison and contrast of theoretical frameworks, approach, logic, substantiation, insights	30%						
<b>Conclusion</b> - precision, summarization, addresses the question	15%						
<b>Report Presentation</b> - writing style, interesting, direct, purposeful, economic, clear expression, grammar and spelling -compliance with style guide <b>Contents</b> - logical to research question, clear outline of structure, suitable headings <b>Bibliography</b> - Formatting to style guide, use of academic journals	15%						
<b>Overall</b>							
<b>Summative Comment:</b>							
<b>Grade:</b>	<b>HD</b>	<b>D</b>	<b>CR</b>	<b>P</b>	<b>CP</b>	<b>F</b>	

**16)ICMS801 Group Research Project (20%)****Group Work: DUE: 2pm 12<sup>th</sup> May – Week 9**

The workplace of today requires us to work in teams or small groups at various levels within organisations. Senior management brings its own challenges as demonstrated in various articles on “Conflict in Management” as a factor in effective decision making. Because of this, ICMS structures assignments that involve groups of people working together to enliven the experience of organising and developing leadership and interpersonal skills. The fuller rationale is detailed in the assignment section of the course website to which reference should be made.

**Assignment objective**

Pursuing the interests of various stakeholders gives rise to a range of strategies and different organisational forms. Working in groups of students, each group is to undertake an empirical study by conducting field research on the features of one organizational form: a profit oriented enterprise or part thereof (public or private) or a not-for-profit enterprise friendly society/co-operative as agreed with the lecturer. Students may elect to research other forms subject to approval. The study will consider how the chosen enterprises and their various departments are organized to achieve the driving purpose and objectives of stakeholders in line with the criteria for effectiveness. Each study will review the nature of the adopted strategy and evaluate the merits of the adopted structures and technology commenting on possible improvements or alternative approaches. In addition particular consideration should be given to: the role of new technology; the environment in which the organization operates; and, the consequent variations to the organization’s form that may be possible or required.

Class members will be expected to participate actively in group fieldwork and the discussion workshop with comments, questions and critiques on the material of each group and as an ongoing part of the Oral assessment and Class Participation process.

**Deliverables**

Each group is prepare a Board Briefing paper/Executive Summary together with a presentation of their findings (approx 15 minutes) as part of a group workshop in week 10. A hardcopy copy of any presentation material is to accompany the report. Email and faxes are not acceptable except when agreed with the lecturer. These should be followed by printed originals at the next opportunity. An electronic copy of the presentation material and the formal report, must be submitted in the assignment folder/manager on the course website.

Each meeting of members is to be summarised as a series of minutes, recording attendees, allocation of work, agreed deadlines/program, and results of work including mention of successes, deficiencies and problems. A copy of these minutes is to be included as an Appendix to the final report submitted to the lecturer as part of the assessment of the group process.

A Self Assessment of the other team members, is to be completed by each student, covering the criteria in the accompanying schedules. The self assessment will guide allocation of marks to each student to reflect the contribution of individuals as well as the group.



# Assignment Cover Sheet

(To be completed by students and attached to front of each assignment)

Group Name & Number \_\_\_\_\_

Subject Code: ICMS801

Subject Name: Management & Organisations

Lecturer's Name: Sarah King

Word Count: \_\_\_\_\_

Assignment Title: Group Project: Organisation:- \_\_\_\_\_

Due Date: 12<sup>th</sup> May 2008

Time and Date Submitted: \_\_\_\_\_

Please confirm that your assignment meets the requirements (by ticking each box) before submitting it:

- The declaration below has been read, signed and dated
- A **duplicate copy** of the assignment has been kept by the student
- The assignment has **not been submitted previously** for assessment in another unit
- An electronic copy has been lodged** in the assignment folder/manager on the course website.
- All other requirements as detailed in the Unit Outline have been checked and complied with.

## Academic Honesty

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## Declaration

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*I give my permission for my assessments to be held electronically by the College for checks against plagiarism now and in the future.*

*I certify that:*

- *This assignment is my own work, based on my personal study and/or research.*
- *I have acknowledged all material and/or sources cited in this assignment.*
- *The assignment has not been previously submitted in whole or in part for assessment.*
- *I have not copied in part, or whole or otherwise plagiarised the work of others.*
- *The assignment is within the word or page limit specified in the Unit Outline.*
- *I have read and I acknowledge the criteria used for assessment.*

*Note: Assignments will not be accepted for marking unless the certification is signed and dated. If you do not understand the implications of the certification, or the criteria used for assessment, ask the Unit Convenor before starting the assignment.*

Name / SID	Signature	Date

<b>Marking Matrix for Group Research Project (20%)</b>							
<b>Key:</b> <b>U = Unsatisfactory M = Marginal S = Satisfactory G = Good VG = Very Good E = Excellent</b>							
	<b>% Weighting</b>	<b>U 0</b>	<b>M 1</b>	<b>S 2</b>	<b>G 3</b>	<b>VG 4</b>	<b>E 5</b>
<p><b>Analyse</b></p> <p>Identify the various <b>stakeholders</b> for each organizational form - power &amp; interests, Strategic constituencies or Balanced Scorecard approach (4)</p> <p>Consider the criteria by which <b>effectiveness</b> is evaluated and extent to which they reflect: Short (ends) &amp; long term (means); Constituent interests; Values of the individual raters; (6)</p> <p>and, <b>Life cycle stage</b> of the organization and the impact on the selection of strategy. (3)</p> <p>Evaluate the means by which <b>strategy</b> is operationalised through setting of goals/objectives for the organisation and individual departments. (7)</p>	20%						
<p><b>Evaluate</b></p> <p><b>Effectiveness</b> of the <b>organisation design</b> in fulfilling organisation goals and objectives (7)</p> <p>Different means of <b>allocating</b> work etc (5)</p> <p><b>Coordinating mechanisms:</b> Direct supervision, standardisation, mutual adjustment (5)</p> <p><b>Design expressions:</b> Simple, Functional, Divisional, Matrix, modular, network etc (8)</p> <p>Role of <b>technology &amp; environment</b> in impacting the form of structure eg production technology, IT, telecommunications and virtual organisations, licensed IP, environmental uncertainty etc (10)</p> <p>The degree to which the organisation performance overall and activities of individual units or departments contribute to attainment of objectives and, the consequent variations to the organization's form that may be possible or required (15)</p>	50%						
<p><b>Report/Presentation of findings</b></p> <p>Timing, speed of delivery, flow (3)</p> <p>Use of illustrations/aids, integration, relevance size, clarity, quantity (5)</p> <p>Persuasion/argument, commercial language, grammar (10)</p>	30%						





ATTENTION :- MS KING

TEAM NAME: \_\_\_\_\_

## MANAGEMENT AND ORGANISATIONS – ICMS 801 GROUP ASSIGNMENT - TEAM SELF ASSESSMENT

*Performance Management is an important part of every manager's job. This assessment provides feedback on the performance of the group for the lecturer's reference. Please be objective, fair and accurate in assessment of each of your colleagues. This assessment is to be confidential and lodged separately by each member in the drop box on the first floor.*

**Using the key below, please rank your peers on a scale of 1 to 5, in each of the 3 areas.**

Names of <b>other</b> team members	Attendance and Cooperation	Overall academic contribution	Comparative Ranking	Recommended share of 100 marks
				<b>100</b>

### Personal self assessment

Your name \_\_\_\_\_

N/A

Do NOT allocate marks for yourself.

#### KEY TO NUMERICAL EVALUATION.

##### Attendance and Cooperation

- 5 Was a team leader both in and outside the class; superior cooperation
- 4 Attended meetings regularly; good cooperation; a team player
- 3 Attended meetings fairly regularly; did what was asked but no more
- 2 Missed some work and did the minimum amount of assignment work (failing grade)
- 1 Poor attendance at meetings and/or poor cooperation and work share (failing grade)

##### Academic Contribution

- 5 A team leader in ideas; enthusiastic; a lot of ideas
- 4 Contributed greatly to the project; did more than his or her fair share
- 3 Had good ideas from time to time; an average performer
- 2 Was too quiet or not interested enough to be an effective work contributor (failing grade)
- 1 Contributed very little to the case analysis (failing grade)

##### Overall Comparative Ranking

- 5 The team leader (either officially or otherwise)
- 4 A team player; second to the leader (but only slightly); excellent work
- 3 An average member of the team
- 2 Slightly below member of the team (failing grade)
- 1 Contributed least to the team (failing grade)

Based on your review of the **other** members effort and contribution, suggest a fair and equitable share of 100 marks amongst them but excluding yourself. **IMPORTANT:** If you believe a colleague did an exceptional job, and deserves extra mention, use this space. If you have graded a colleague poorly, then you should use this space to justify your assessment.

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ATTENTION :- MS KING

TEAM NAME: \_\_\_\_\_

## MANAGEMENT AND ORGANISATIONS – ICMS 801 GROUP ASSIGNMENT - TEAM SELF ASSESSMENT

Part of the process of building a successful team requires regular evaluation of the teams performance and processes. In order to evaluate your Group Assignment team's performance please consider where relevant, the following questions:

Did your team agree on common goals?

\_\_\_\_\_

What were the recognisable norms of the team?

\_\_\_\_\_

Did the team identify the tasks involved in completing the objectives and then delegate these task to the appropriate team members?

\_\_\_\_\_

Did you meet regularly to report on progress to the rest of the team and to check their agreement?

\_\_\_\_\_

Did the team keep a record of the minutes from their meetings? (Even informal meetings need record keeping).

\_\_\_\_\_

How would you describe the climate within the team?

\_\_\_\_\_

Did you use a range of decision-making processes - brainstorming, the nominal group technique, voting, reaching a consensus?

\_\_\_\_\_

Did any problems develop within the group? If so, how were they solved?

\_\_\_\_\_

\_\_\_\_\_

Did you openly discuss the process as well as the task in your team?

\_\_\_\_\_

\_\_\_\_\_

Was there approximately equal participation?

\_\_\_\_\_

\_\_\_\_\_

Did any one person dominate the team?

\_\_\_\_\_



ATTENTION :- MS KING

TEAM NAME: \_\_\_\_\_

## MANAGEMENT AND ORGANISATIONS – ICMS 801 GROUP ASSIGNMENT - TEAM SELF ASSESSMENT

Describe any recognisable stages in the team's development?

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It is quite normal for conflict to develop in a team. Was there any conflict? How was it handled?

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Did you have the back-up resources to complete the task?

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Were the leadership functions shared by all the members of the group?

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Would you describe your team as a cohesive team? If so, what did you do to help build this cohesion?

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Was it an enjoyable experience for all?

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What, if anything, would you do things differently next time?

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Describe the roles played by the members of your team?

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