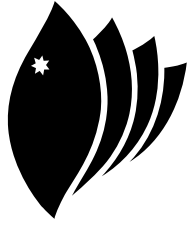


MACQUARIE  
UNIVERSITY



FACULTY OF  
BUSINESS AND ECONOMICS

Unit Code: BBA102  
Unit Name: Principles of  
Management

First Semester, 2011

*Department of Marketing and Management*

**MACQUARIE UNIVERSITY  
FACULTY OF BUSINESS AND ECONOMICS  
UNIT GUIDE**

**Year and Semester:** 2011, Semester 1,

**Unit convenor:** Gordon Brooks

**Credit points:** 3

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 one of the teaching staff in the unit.

#### **ABOUT THIS UNIT**

- Beginning with the premise that organisations bring people together to achieve what they could not achieve individually, this unit examines organisations and their activities from a number of perspectives. An historical perspective of the management of organisations is developed, including current management approaches and their origins. Structure and strategy are explored from the perspective of their roles as foundations of organisation. Operations and human resource management are examined as major functions in an organisation (other functions such as accounting, marketing, etc. are addressed in other units). An organisation does not exist in isolation, but is constantly interacting with its environment. The role of the organisation viewed from the perspectives of the society to which it is accountable, and the economy within which it operates, is examined.
- Principles of Management is presented in two distinct streams. The lecture stream consists of a series of lectures. The tutorial stream addresses additional areas relevant to the unit as well as developing skills that will be valuable in your career. It is worth noting that while tutorials are not compulsory, the additional material covered in the tutorials is examinable, and if your final grade is marginal, your tutor's opinion of your performance may be instrumental in determining your final grade.

#### **TEACHING STAFF**

- Convenor and Lecturer: Gordon Brooks
  - email: via Blackboard
  - phone: 9850 7472
- Lecturer: Sheridan Evans
- Tutors: tutors can be contacted via their Blackboard email. Contact details will be posted on Blackboard.

## CONSULTATION TIMES

Gordon Brooks' consultation hours are Wednesday 1pm till 4pm. His contact details are listed above.

Tutors are available for consultation. Speak to them directly before or after class to arrange a mutually convenient time. You may email them directly. Their contact details are available in the unit Blackboard website.

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours.

In order to gain access to staff located at levels 1, 2 and 3 of building E4A during their consultation hours please ring the staff member from the phones available in the lobby (phone numbers of relevant staff members will be provided on Blackboard and are available next to the phones).

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

## CLASSES

- Number and length of classes: 1 x 2 hour lecture and 1 x 1 hour tutorial, i.e. 3 hours face to face per week unless indicated otherwise in the lecture schedule.
- classes may vary due to public holiday(s)
- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

## REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Prescribed text:

Brooks, G. (2010). Principles of Management. Wiley: Sydney.  
ISBN 978 1 74246 623 1

A copy of the cover of the text is on the Blackboard website. The text is a compilation of chapters from relevant texts. In the catalogue it may be listed under Schermerhorn. The text is available from the Co-Op Bookshop. Copies are held in the Library's Reserve section.

- Recommended texts:

McKenna, R (1999). New Management. McGraw-Hill: Sydney (HD31 .M25)

Daft, R. L. (2000). Management 5th ed. Dryden: Orlando (HD31 .D134 2000)

Jones, G. and George, J. (2005). Contemporary Management 4th. ed. McGraw Hill: New York

Rue, L.W. and Byars, L.L. (2003). Management: Skills and Applications. McGraw-Hill: Chicago (HD31 .R7965 2003)

Bartol, K., Martin, D., Tein, M. and Matthews, G. (2005). Management: a Pacific Rim Focus 4th edn. McGraw-Hill: Sydney (HD31 .M2872 2005)

The McKenna text is highly recommended, as it takes a contemporary approach to managing and is Australian in authorship and content. Rue and Byars gives an American perspective, and while Bartol et. al. is similar, it presents an Australian slant on the American perspective.

### **TECHNOLOGY USED AND REQUIRED**

- Lectures are available in class. For people who are unable to attend, lectures will be available via i-lecture.
- Students will need to be familiar with a web browser to access the unit web page.

### **UNIT WEB PAGE**

- Course material is available on the learning management system (BlackBoard)
- The web page for this unit can be found at: <http://learn.mq.edu.au>

### **LEARNING OUTCOMES**

The learning outcomes of this unit are:

- 1 an understanding of aspects of the evolution of management
- 2 an understanding of major approaches to management
- 3 an understanding of some major functions that managers control
- 4 an understanding of how organisations are structured and different approaches to structure
- 5 an understanding of the difference between effectiveness and efficiency and how effectiveness has been conceptualised
- 6 an understanding of team formation

### **GRADUATE CAPABILITIES**

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this by developing the following graduate capabilities:

- 1 Discipline Specific Knowledge and Skills
- 2 Critical, Analytical and Integrative Thinking
- 3 Research Capability
- 4 Creative and Innovative
- 5 Effective Communication
- 6 Engaged and Ethical Local and Global citizens
- 7 Socially and Environmentally Active and Responsible
- 8 Commitment to Continuous Learning

## TEACHING AND LEARNING STRATEGY

- This unit is taught using lectures and a combination of tutorials/seminars and video presentations.
- Students are expected to read in advance of lectures, and participate in tutorials/seminars. Chapters listed in the following table refer to chapters in the text: Brooks, G. (2010). Principles of Management. Wiley: Sydney.

## RESEARCH AND PRACTICE

- This unit uses research from external sources (references are given in the text and group project)
- This unit gives you opportunities to conduct your own research

## RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

### Self Test 1

Self Test 1 is a brief, self-market assessment that aims to allow students to assess their performance in the unit. Self Test 1 does not count for credit in this unit.

Students who perform poorly will be advised to seek assistance from the range of Academic Student Support Services Macquarie University provides. Details of these services can be accessed at <http://www.student.mq.edu.au>.

### Class Tests

These tests are held in your tutorial class. A list of questions will be made available on the unit website in advance of each test. You are able to prepare answers for all questions but may not take notes into the In-class Test. Your tutor will select two questions from the list for your class to answer. You will have 40 minutes to answer the questions. The selection will not be disclosed prior to the test. Dates for the In-class Tests are given in the Lecture Schedule included in this outline. As you will have the opportunity to prepare your answers, a high standard will be expected. You will have time to perfect the content and grammar of your answers. They will be marked on their correctness, their completeness and their (English) language.

Questions for Class Test 1 will address material covered in the lectures and tutorials of weeks 1 to 6.

Questions for Class Test 2 will address material covered in the lectures and tutorials of weeks 7 to 12.

	<b>Assessment Task 1</b>	<b>Assessment Task 2</b>	<b>Assessment Task 3</b>
Title/Name	Class Tests 1 and 2	Group Project	Final Exam
Description	40 minute written tests held in tutes	see group project document	3 hour multiple choice exam
Due date	see lecture schedule	see group project document	
% Weighting	15% * 2 = 30%	15%	55%
Grading method	- answers are required to be correct, complete and well written - there are no referencing requirements	see group project document	
Submission method	in tute class	in tute class	
Feedback	individual by consultation with tutor	individual by consultation with tutor	
Estimated student workload (hours)	5 hours each	10 hours	20 hours
Learning outcomes assessed include			
1	yes		yes
2	yes	yes	yes
3	yes	yes	yes
4	yes		yes
5	yes		yes
6	yes		yes
Graduate capabilities assessed			
1	yes	yes	yes
2	yes	yes	
3		yes	
4		yes	
5		yes	
6	yes		
7	yes		
8			

## Group Project

The project is to be completed in groups, which will be organised in your tutorial class. Groups will be organised in weeks 2 and 3, i.e. the first and second tutorials.

**If you do not attend and join a group you will be unable to receive marks for this assessment.** Individual reports will not be marked. Details of the Group

Project, including marking standards, referencing requirements and presentation requirements are available in the project question document which will be posted on the website.

- Extensions are not available.
- Late submissions are not accepted.

## Class Tests

These tests are held in your tutorial class. A list of questions will be made available on the unit website in advance of each test. You are able to prepare answers for all questions but may not take notes into the In-class Test. Your tutor will select two questions from the list for your class to answer. You will have 40 minutes to answer the questions. The selection will not be disclosed prior to the test. Dates for the In-class Tests are given in the Lecture Schedule included in this outline. As you will have the opportunity to prepare your answers, a high standard will be expected. You will have time to perfect the content and grammar of your answers. They will be marked on their correctness, their completeness and their (English) language.

Questions for Class Test 1 will address material covered in the lectures and tutorials of weeks 1 to 6.

Questions for Class Test 2 will address material covered in the lectures and tutorials of weeks 7 to 12.

Supplementary Class Tests are available for those who have genuine, documented reason why they could not attend when scheduled. The dates of the supplementary class tests will be posted on Blackboard.

## Final Examination

A final examination is included as an assessment task for this unit to provide assurance that:

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

A 3 hour final examination for this unit will be held during the University Examination period. It will address the whole of the unit. You will be allowed to take one A4 page of your own notes into the final exam. Your name and student number must be printed no smaller than 12 point on both sides of this page of notes, however there are no other restrictions on the content of your page. You may write, type, print or photocopy as much or as little as you want, use one or both sides, using English or any other language. Diagrams are permitted. No other aids will be allowed into the exam. The whole of the unit, including seminars, is examinable in the final exam. Details of the final exam's format will be given in class.

## **YOU MUST PASS THE FINAL EXAM TO PASS THE UNIT.**

The University Examination period in First Half Year 2011 is from June 6 to June 24 (<http://www.mq.edu.au/calendar.html>).

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

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. The University's policy on special consideration process is available at

[http://www.mq.edu.au/policy/docs/special\\_consideration/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html)

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.

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:

<http://www.mq.edu.au/policy/docs/examination/policy.htm>

## **ACADEMIC HONESTY**

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at

[http://www.mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)

## **GRADES**

Macquarie University uses the following grades in coursework units of study:



HD - High Distinction  
D - Distinction  
CR - Credit  
P - Pass  
F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:  
<http://www.mq.edu.au/policy/docs/grading/policy.html>

#### **GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING**

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

[http://www.businessandconomics.mq.edu.au/for/new\\_and\\_current\\_students/undergraduate/admin\\_central/grade\\_appeals](http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals).

#### **SPECIAL CONSIDERATION**

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:  
[http://www.mq.edu.au/policy/docs/special\\_consideration/procedure.html](http://www.mq.edu.au/policy/docs/special_consideration/procedure.html)

#### **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>.

#### **IT CONDITIONS OF USE**

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.

- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.  
Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

## LECTURE PROGRAM

Week/Date	Topic and Reading	Tutorials
<b>Week 1</b> Begins Feb. 21	Induction Reading: see Blackboard	No tutorial
<b>Week 2</b> Begins Feb 28	Groups and Teams Reading: Text Week 2	Group Skills
<b>Week 3</b> Begins March 7	What Management Is; What Managers Do. Reading: Text Week 3	Group Skills
<b>Week 4</b> Begins March 14	Managing People for Productivity Reading: Text Week 4	<b>SELF TEST 1</b>
<b>Week 5</b> Begins March 21	Managing the Supply of People Reading: Text Week 5	Group Project 1
<b>Week 6</b> Begins March 28	Managing Relations with the Outside World Reading: Text Week 6	Group Project 2
<b>Week 7</b> Begins April 4	Managing the Organisation's Position in the World Reading: Text Week 7	<b>CLASS TEST 1</b>
April 9 to April 26	<b>MID SEMESTER BREAK</b>	
<b>Week 8</b> Begins April 27	Managing the Shape of the Organisation Reading: Text Week 8 <b>(Monday and Tuesday are Public Holidays)</b>	No tutorials
<b>Week 9</b> Begins May 2	Managing the Production/Service Process Reading: Text Week 9	Group Project 3
<b>Week 10</b> Begins May 9	Managing the Organisation's Performance Reading: Text Week 10	Group Project 4
<b>Week 11</b> Begins May 16	Managing the Manager's Performance Reading: see Blackboard	Group Project 5
<b>Week 12</b> Begins May 23	Managing for the Future Reading: Text Week 12	Group Project 6
<b>Week 13</b> Begins May 30	Review Reading: no reading	<b>CLASS TEST 2</b>