



**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 - 2007**

*Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit.*

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## **1) Introduction**

Organisations have refined the ability to survive and grow to a remarkable degree through specialization 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 organization 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) Unit Objectives**

This unit is designed to provide students with an overview of organisation theory. At the end of this unit, students should be able to:

- 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 and examine the role of ethics in organisational management and in managing organisational evolution
- 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

### **3) Unit Approach**

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) reflecting different learning styles. 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.

The first seminar will include an assessment of individual learning styles in order to understand the dominant styles of the group and enable tailoring of learning strategies. In addition, each student will be asked to agree a learning “contract” in order to enhance commitment to ensuring learning outcomes are achieved.

The course syllabus, lecture notes, assessment papers, marking criteria, reading handouts and various external links are available at the course website **<http://blackboard.icms.edu.au>**. Students will be assigned a login and password by the IT Coordinator at the orientation session.

#### 4) Unit Time and Location

##### Tuesday Morning Class (Manly)

- **Classes** will run from 10.00am to 1.00pm at ICMS.

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

#### 5) Subject Pre-requisite and Assessments

There is no pre-requisite for this course.

The assessment components of this unit are as follows:

<b>Component</b>	<b>Weighting</b>	<b>Assessment</b>
<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, quizzes, workshop critique on group projects
<b>Final Exam</b>	<b>50%</b>	Formal exam comprising short essay questions & case studies
<b>Total</b>	<b>100%</b>	

##### Individual assignments - 20%

- A research paper [2000 – 2500 words] to be submitted by 24<sup>th</sup> April 2007. 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, with a hardcopy and signed plagiarism declaration to be lodged through the assignments drop box before 10AM on the due date.
- Further details on the question, marking criteria and submission requirements will be published in the assignments section of the course website.

**Group research project - 20%**

- A negotiated field study, report and presentation to the class on Tuesday 22<sup>nd</sup> May 2007.
- Groups [teams of four 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, with a hardcopy and signed plagiarism declaration to be lodged through the assignments drop box before 10AM on the due date.
- Further details including marking criteria and submission requirements will be published in the assignments section of the course website.

**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 group work and quizzes

**6) Exam**

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 three 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.

## 7) **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 organizations. Assessment objectives are to ensure that students have a solid grasp of the theoretical foundations of the organization 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 through the assignments drop box before 10AM on the due date. An **electronic copy** of the document must be uploaded into the course website before 10AM 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.

## **8) 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

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 <http://blackboard.icms.edu.au>

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

### 9) Teaching Staff

<b>Lecturers</b>	<b>Sarah King</b>	▪ Email: <a href="mailto:sking@icms.edu.au">sking@icms.edu.au</a>
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### 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:
<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>
<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>
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.

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!*

**ICMS801 Week by Week Outline**  
**Semester 1, 2007 – Tuesday 10am – 1pm**

Week	Date	Topic	Chapter(s)	Assessment/ Other
1	27 Feb	<p>Introductions &amp; Overview of course material</p> <p>The learning contract</p> <p>Understanding the Learning Styles of the group</p> <p>Organisation Theory - introduction</p> <p>Concepts and definitions of OT.</p> <p>Systems theory &amp; perspectives of analysis</p>	1	
2	6 Mar	<p>Evolution of management/organisational theory</p> <p>An overview of the development and schools of theory – from the Classical approach to Radical Organization Theory.</p>	2	
3	13 Mar	<p>The roots of Effectiveness</p> <p>Defining effectiveness. A comparison of approaches and their contextual relevance.</p>	3	
4	20 Mar	<p>The Aeroplane Game.</p> <p>(The evolution of organisations from sole trader to large multinational, and how the external environment impacts management and organisations).</p>		Quiz
5	27 Mar	<p>Organisation structure</p> <p>Complexity, formality and centrality - Parameters of structure and their application.</p> <p>Configurations – aspects of organisational design</p>	4,6 &10	
6	3 Apr	<p>The nature of strategy</p> <p>Defining strategy – levels, types and frameworks and impact on structure</p>	5	
<b>Mid Semester Break (10 Apr &amp; 17 Apr)</b>				
7	24 Apr	<p>Strategy &amp; structure</p> <p>– case study</p> <p>– guest lecture</p>	10	Individual assignment due
8	1 May	<p>Technology – changing the role of management</p> <p>Scope of technology – exploring the boundaries and focus of innovations, approaches to understanding and managing the impact.</p> <p>Contrasting service and manufacturing and the effect on structure.</p>	7	
9	8 May	<p>Power &amp; control in organizations.</p> <p>Theories of power &amp; alternative perspectives of power and control in organisations</p>	9	<p>Quiz</p> <p>Guest Lecture</p>

Week	Date	Topic	Chapter(s)	Assessment/ Other
10	15 May	Environment Examine the influence of the environment on organisations and how structural design is a tool to manage environmental uncertainty	8 & 11	
11	22 May	Presentations of Group research Projects		Presentations of Group research Projects
12	29 May	Innovation, knowledge management & organisational learning	15	
13	5 Jun	<b>Final exam</b>	--	