BBA 102
Principles of Management
Semester 1, 2012

Department of Marketing and Management
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: Gordon Brooks
  - email: via iLearn
  - phone: 9850 7472

- Lecturer: Nikki Balnave

- Lecturer: Sheridan Evans
• Lecturer: Ron Innis

• Tutors: tutors can be contacted via their email. Contact details will be posted on iLearn.

**CONTACTING STAFF**

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 iLearn 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 iLearn 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/](http://www.timetables.mq.edu.au/)

**REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**

• Prescribed text:
  ISBN 978 1 74246 623 1
  A copy of the cover of the text is on the iLearn 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:


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 (iLearn)
- The web page for this unit can be found at: [https://ilearn.mq.edu.au/login/MQ/](https://ilearn.mq.edu.au/login/MQ/)

**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

**Learning and Teaching Activities**

- This unit is taught using lectures and a combination of tutorials/seminars and video presentations.

**Research and Practice (Delete those not applicable)**

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

**Relationship Between Assessment and Learning Outcomes**

<table>
<thead>
<tr>
<th>Assessment Task 1</th>
<th>Assessment Task 2</th>
<th>Assessment Task 3</th>
<th>Assessment Task 4</th>
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<tbody>
<tr>
<td><strong>Title/Name</strong></td>
<td>Career Assignment</td>
<td>Class Test</td>
<td>Group Report</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>1500 word assignment</td>
<td>40 minute written test held in tutes</td>
<td>see group report document</td>
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<tr>
<td><strong>Due date</strong></td>
<td>See lecture schedule</td>
<td>see lecture schedule</td>
<td>see group report document</td>
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<tr>
<td><strong>Grading method</strong></td>
<td>See Career Assignment document</td>
<td>- answers are required to be correct, complete and well written - there are no referencing requirements</td>
<td>see group report document</td>
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<td>Assessment Task 1</td>
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**Self Test**
Self Test is a brief, self-marked assessment that aims to allow students to assess their performance in the unit. Self Test 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](http://www.student.mq.edu.au).

**Career Assignment**
The Career Assignment aims to promote students’ understanding of their intended career and the company(ies) and industry that their career may reside in. The assignment is based on the student’s own research and evaluations. Details of the Career Assignment, including marking standards, will be posted on iLearn.

**Group Report**
The report 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.** Details of the Group Report, including marking standards, referencing requirements and presentation requirements are available in the group report document which will be posted on iLearn.

- Extensions are not available.
- Late submissions are not accepted.
Class Test
This test is held in your tutorial class. A list of questions will be made available on iLearn in advance of the 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. The date for the In-class Test is 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 (i.e. well written).

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

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

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 the First Half Year 2012 is from June 12 to June 29 (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

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

**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.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/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/policy.html

**STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Support Services. Details of these and other services for students can be accessed at http://www.student.mq.edu.au.

[Individual Unit Convenors may wish to add Unit/ Faculty specific support eg BESS, Room, PAL, E4B Consultation Room.]

**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 using 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 units 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.
<table>
<thead>
<tr>
<th>Week/Date</th>
<th>Topic and Reading</th>
<th>Tutorials</th>
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</thead>
<tbody>
<tr>
<td><strong>Week 1</strong>&lt;br&gt;Begins February 27</td>
<td>Induction&lt;br&gt;Reading: no reading</td>
<td>No tutorial</td>
</tr>
<tr>
<td><strong>Week 2</strong>&lt;br&gt;Begins March 5</td>
<td>Groups and Teams&lt;br&gt;Reading: Text Week 2</td>
<td>Group Skills</td>
</tr>
<tr>
<td><strong>Week 3</strong>&lt;br&gt;Begins March 12</td>
<td>What Management Is; What Managers Do.&lt;br&gt;Reading: Text Week 3</td>
<td>Group Skills</td>
</tr>
<tr>
<td><strong>Week 4</strong>&lt;br&gt;Begins March 19</td>
<td>Managing People for Productivity&lt;br&gt;Reading: Text Week 4</td>
<td>SELF TEST</td>
</tr>
<tr>
<td><strong>Week 5</strong>&lt;br&gt;Begins March 26</td>
<td>Managing the Supply of People&lt;br&gt;Reading: Text Week 5</td>
<td>Career Assignment</td>
</tr>
<tr>
<td><strong>Week 6</strong>&lt;br&gt;Begins April 2</td>
<td>Managing Relations with the Outside World&lt;br&gt;Reading: Text Week 6&lt;br&gt;(Friday is a Public Holiday: Easter Long Weekend)</td>
<td>Group Report 1 (except Friday tute classes)</td>
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<tr>
<td>April 10 to April 20</td>
<td>MID SEMESTER BREAK</td>
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<tr>
<td><strong>Week 7</strong>&lt;br&gt;Begins April 23</td>
<td>Managing the Organisation's Position in the World&lt;br&gt;Reading: Text Week 7&lt;br&gt;(Wednesday is a Public Holiday: Anzac Day)</td>
<td>No Tutes except for the Friday Tutorial Classes (Group Report 1)</td>
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<tr>
<td><strong>Week 8</strong>&lt;br&gt;Begins April 30</td>
<td>Managing the Shape of the Organisation&lt;br&gt;Reading: Text Week 8</td>
<td>CLASS TEST</td>
</tr>
<tr>
<td><strong>Week 9</strong>&lt;br&gt;Begins May 7</td>
<td>Managing the Production/Service Process&lt;br&gt;Reading: Text Week 9</td>
<td>Group Report 2</td>
</tr>
<tr>
<td><strong>Week 10</strong>&lt;br&gt;Begins May 14</td>
<td>Managing the Organisation's Performance&lt;br&gt;Reading: Text Week 10</td>
<td>Group Report 3</td>
</tr>
<tr>
<td><strong>Week 11</strong>&lt;br&gt;Begins May 21</td>
<td>Managing the Manager's Performance&lt;br&gt;Reading: see iLearn</td>
<td>Group Report 4</td>
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<tr>
<td><strong>Week 12</strong>&lt;br&gt;Begins May 28</td>
<td>Managing for the Future&lt;br&gt;Reading: Text Week 12</td>
<td>Group Report 5</td>
</tr>
<tr>
<td><strong>Week 13</strong>&lt;br&gt;Begins June 4</td>
<td>Review&lt;br&gt;Reading: no reading</td>
<td>Group Report 6</td>
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