ACCT5949
Managing Agile Organisations

Course Outline
Semester 2, 2015

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

<table>
<thead>
<tr>
<th>Teaching Staff</th>
<th>Room Number</th>
<th>Telephone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor Jane Baxter</td>
<td>Quad 3106</td>
<td>9385 5912</td>
<td><a href="mailto:j.baxter@unsw.edu.au">j.baxter@unsw.edu.au</a></td>
</tr>
</tbody>
</table>

2 COURSE DETAILS

2.1 Teaching Times and Locations

This course will be taught in weeks 1 to 13 on Thursday from 6.00 – 9.00pm. The class will be held in Colombo LG.02.

2.2 Units of Credit

This course is worth 6 units of credit.

2.3 Summary of Course

This course examines a range of readings, both contemporary and seminal, which provide you with a variety of insights into organisational agility.

The first part of the course poses questions pertinent to the objectives of the course. What are agile organisations? What is managing? What is leadership? Students are equipped with a range of concepts to address these questions.

The second part of the course examines various resources that managers can mobilise in developing and sustaining agile organisations. The resources considered in this course encompass: organisational structures, interactional frames, power, culture, and time and space.

The third part of the course addresses the practical application of organisational agility in contemporary organisations.

2.4 Course Aims and Relationship to Other Courses

This course aims to make you a more informed and effective strategic resource manager in today’s turbulent competitive environment. The course provides a set of concepts and experiences that will enable you to develop a more reflective and critical understanding of agile organisations in action, as well as providing frames that will help to shape how you engage with and influence relevant organisational practices.

No prior knowledge is required to undertake this course. This course is designed for business students, such as experts in accounting, economics, finance, business law, marketing and information technology, who aspire to managerial and leadership roles in agile organisations.
2.5 Student Learning Outcomes

By the end of the course, you should be able to:
1. Describe and understand the nature of agile organisations;
2. Describe and understand the nature of managerial work;
3. Explain and critically analyse the various resources available to facilitate managerial work in agile organisations;
4. Apply the concepts learned in this course to practice and case scenarios;
5. Evaluate and justify choices of managerial practices in particular situations;
6. Construct written work that is logically and professionally presented;
7. Communicate ideas in a succinct and clear manner;
8. Work independently to complete tasks; and
9. Work collaboratively to complete tasks.

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree. You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree.

<table>
<thead>
<tr>
<th>Business School Postgraduate Coursework Program Learning Goals and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Knowledge</strong>: Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts. You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.</td>
</tr>
<tr>
<td><strong>2. Critical thinking and problem solving</strong>: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues. You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.</td>
</tr>
</tbody>
</table>
| **3. Communication**: Our graduates will be effective communicators in professional contexts. You should be able to:
  a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and
  b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose. |
| **4. Teamwork**: Our graduates will be effective team participants. You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes. |
| **5. Ethical, social and environmental responsibility**: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice. You should be able to:
  a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
  b. Consider social and cultural implications of business and/or management practice. |
For more information on the Postgraduate Coursework Program Learning Goals and Outcomes, see Part B of the course outline.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be practised in tutorials and other activities):

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>This course helps you to achieve the following learning goals for all Business School postgraduate coursework students:</td>
<td>On successful completion of the course, you should be able to:</td>
<td>This learning outcome will be assessed in the following items:</td>
</tr>
<tr>
<td>1 Knowledge</td>
<td>Describe and understand the nature of agile organisations.</td>
<td>• In-class examination</td>
</tr>
<tr>
<td>2 Critical thinking and problem solving</td>
<td>Describe and understand the nature of managerial work.</td>
<td>• Participation</td>
</tr>
<tr>
<td></td>
<td>Explain and critically analyse the various resources available to facilitate managerial work in agile organisations.</td>
<td>• Individual Poster Presentation</td>
</tr>
<tr>
<td></td>
<td>Apply the concepts learned in this course to practice and case scenarios.</td>
<td>• Group Assignment</td>
</tr>
<tr>
<td></td>
<td>Evaluate and justify choices of managerial practices in particular situations.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work independently to complete tasks.</td>
<td></td>
</tr>
<tr>
<td>3a Written communication</td>
<td>Construct written work which is logically and professionally presented.</td>
<td>• Group assignment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• In class examination</td>
</tr>
<tr>
<td>3b Oral communication</td>
<td>Communicate ideas in a succinct and clear manner.</td>
<td>• Individual poster presentation</td>
</tr>
<tr>
<td>4 Teamwork</td>
<td>Work collaboratively to complete a task.</td>
<td>• Group presentation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Participation</td>
</tr>
<tr>
<td>5a Ethical, environmental and sustainability responsibility</td>
<td>Not specifically addressed in this course.</td>
<td>• Not specifically addressed.</td>
</tr>
<tr>
<td>5b Social and cultural awareness</td>
<td>Not specifically addressed in this course.</td>
<td>• Not specifically addressed.</td>
</tr>
</tbody>
</table>
3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course
At university, the focus is on your self-directed search for knowledge. Seminars, course readings, case studies, assignments, exams and other resources are all provided to help you learn. You are therefore required to attend all seminars, and read all required readings prior to class in order to fully grasp and appreciate the concepts to be discussed and evaluated in this course.

It is up to you to choose how much work you do in each part of the course: preparing for seminars; completing assignments; studying for exams; and seeking assistance or extra work to extend and clarify your understanding. You must choose an approach that best suits your learning style and goals in this course.

3.2 Learning Activities and Teaching Strategies
This course adopts a number of learning and teaching strategies. Classes may involve a mix of teacher-centred learning, independent work, group work, case studies and participative discussions amongst course participants.

The required reading must be completed prior to each seminar. Students will be asked, on a random basis, to lead components of a seminar (dealing with a particular question or exercise, for example). Time will be provided within seminar sessions for the discussion of assignments-in-progress and completed assignments.

4 ASSESSMENT

4.1 Formal Requirements
To be eligible for a passing grade in this course, students must:

(a) achieve a composite mark of at least 50% AND
(b) satisfactorily complete all assessment tasks (or submit appropriate documentation relating to your failure to complete a task to the Lecturer-in-charge).
4.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>10%</td>
<td>Weeks 1-13</td>
<td>Week 13</td>
</tr>
<tr>
<td>Individual Poster Presentation</td>
<td>15%</td>
<td>5 minutes</td>
<td>Week 5</td>
</tr>
<tr>
<td>In Class Examination</td>
<td>40%</td>
<td>2 hours, plus reading time</td>
<td>Week 9</td>
</tr>
<tr>
<td>Group Assignment</td>
<td>25%</td>
<td>3,000 words</td>
<td>Week 12</td>
</tr>
<tr>
<td>Group Presentation of Group Assignment</td>
<td>10%</td>
<td>15 minutes</td>
<td>Week 13</td>
</tr>
</tbody>
</table>

4.3 Assignment Submission Procedure

All assessments are to be submitted at the commencement of the class in the week in which they are due.

4.4 Late Submission

Assessments must be submitted in time (refer to 4.3 above). Failure to do so will attract a penalty, calculated as follows: one day late - 10% of the maximum possible mark; two days late - 20% of the maximum possible mark; three days late - 40% of the maximum possible mark; four days late - 60% of the maximum possible mark; and five or more days late - 100% of the total mark.

Extensions will be granted in exceptional circumstances by the Lecturer-in-Charge. Applications for an extension must be made in writing and supported by medical certificates and/or other documentation. The onus is on students to plan their workloads to meet course deadlines.

Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.
5 COURSE RESOURCES

There is no set textbook for this course. Students will be provided with a list of required readings.

Students are required to consult the course website on Moodle on a regular basis. Please go to http://moodle.telt.unsw.edu.au

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through end of semester CATEI. As a result of this feedback, continuous improvements are made in this course.
7 COURSE SCHEDULE

Lectures start in Week 1 and finish in Week 13.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic Area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Module 1: What is?</td>
</tr>
<tr>
<td>Week 1</td>
<td>Thursday 30\textsuperscript{th} July</td>
</tr>
<tr>
<td></td>
<td>What is an agile organisation?</td>
</tr>
<tr>
<td>Week 2</td>
<td>Thursday 6\textsuperscript{th} August</td>
</tr>
<tr>
<td></td>
<td>What is managing?</td>
</tr>
<tr>
<td>Week 3</td>
<td>Wednesday 13\textsuperscript{th} August</td>
</tr>
<tr>
<td></td>
<td>What is leadership?</td>
</tr>
<tr>
<td></td>
<td>Module 2: Resources for Managing</td>
</tr>
<tr>
<td>Week 4</td>
<td>Thursday 20\textsuperscript{th} August</td>
</tr>
<tr>
<td></td>
<td>Organisational structures</td>
</tr>
<tr>
<td>Week 5</td>
<td>Thursday 27\textsuperscript{th} August</td>
</tr>
<tr>
<td></td>
<td>Individual Poster Presentations</td>
</tr>
<tr>
<td>Week 6</td>
<td>Thursday 3\textsuperscript{rd} September</td>
</tr>
<tr>
<td></td>
<td>Frames for interactions</td>
</tr>
<tr>
<td>Week 7</td>
<td>Thursday 10\textsuperscript{th} September</td>
</tr>
<tr>
<td></td>
<td>Power</td>
</tr>
<tr>
<td>Week 8</td>
<td>Thursday 17\textsuperscript{th} September</td>
</tr>
<tr>
<td></td>
<td>Organisational culture</td>
</tr>
<tr>
<td>Week 9</td>
<td>Thursday 24\textsuperscript{th} September</td>
</tr>
<tr>
<td></td>
<td>In Class Examination</td>
</tr>
<tr>
<td></td>
<td>Mid-Semester Break</td>
</tr>
<tr>
<td></td>
<td>Module 3: Agility in Practice</td>
</tr>
<tr>
<td>Week 10</td>
<td>Thursday 8\textsuperscript{th} October</td>
</tr>
<tr>
<td></td>
<td>Guest Speaker: Organisational Agility in Action</td>
</tr>
<tr>
<td>Week 11</td>
<td>Thursday 15\textsuperscript{th} October</td>
</tr>
<tr>
<td></td>
<td>Time and Space</td>
</tr>
<tr>
<td>Week 12</td>
<td>Wednesday 22\textsuperscript{nd} October</td>
</tr>
<tr>
<td></td>
<td>Group Assignment Due. Preparation for Group Presentation.</td>
</tr>
<tr>
<td>Week 13</td>
<td>Thursday 29\textsuperscript{th} October</td>
</tr>
<tr>
<td></td>
<td>Group Presentation Night</td>
</tr>
</tbody>
</table>
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

8 PROGRAM LEARNING GOALS AND OUTCOMES

The Business School Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you and are sought by employers.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback.

Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all Business students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

<table>
<thead>
<tr>
<th>Business Undergraduate Program Learning Goals and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Knowledge: Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts. You should be able to select and apply disciplinary knowledge to business situations in a local and global environment.</td>
</tr>
<tr>
<td>2. Critical thinking and problem solving: Our graduates will be critical thinkers and effective problem solvers. You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.</td>
</tr>
<tr>
<td>3. Communication: Our graduates will be effective professional communicators. You should be able to: a. Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.</td>
</tr>
<tr>
<td>4. Teamwork: Our graduates will be effective team participants. You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.</td>
</tr>
<tr>
<td>5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice. You will be able to: a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and b. Identify social and cultural implications of business situations.</td>
</tr>
</tbody>
</table>
Business Postgraduate Coursework Program Learning Goals and Outcomes

1. Knowledge: Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts.
   You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.

2. Critical thinking and problem solving: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues.
   You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective communicators in professional contexts.
   You should be able to:
   c. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and
   d. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.

4. Teamwork: Our graduates will be effective team participants.
   You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice.
   You should be able to:
   c. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
   d. Consider social and cultural implications of business and/or management practice.

9 ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: https://student.unsw.edu.au/plagiarism as well as the guidelines in the online ELISE tutorials for all new UNSW students: http://subjectguides.library.unsw.edu.au/elise

To see if you understand plagiarism, do this short quiz: https://student.unsw.edu.au/plagiarism-quiz

For information on how to acknowledge your sources and reference correctly, see: https://student.unsw.edu.au/harvard-referencing

For the Business School Harvard Referencing Guide, see the Business Referencing and Plagiarism webpage (Business >Students>Learning support>Resources>Referencing and plagiarism).

10 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.
10.1 Workload

It is expected that you will spend at least **nine to ten hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, online activities and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

We strongly encourage you to connect with your Moodle course websites in the **first week of semester**. Local and international research indicates that students who engage early and often with their course website are more likely to pass their course.

Information on expected workload: [https://student.unsw.edu.au/uoc](https://student.unsw.edu.au/uoc)

10.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment. For more information, see: [https://student.unsw.edu.au/attendance](https://student.unsw.edu.au/attendance)

10.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: [https://student.unsw.edu.au/conduct](https://student.unsw.edu.au/conduct)

10.4 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see [http://www.ohs.unsw.edu.au/](http://www.ohs.unsw.edu.au/).

10.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.
11 SPECIAL CONSIDERATION

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress.

General Information on special consideration for undergraduate and postgraduate courses:

1. All applications for special consideration must be **lodged online through myUNSW within 3 working days of the assessment** (Log into myUNSW and go to My Student Profile tab > My Student Services > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully in advance the instructions and conditions at: https://student.unsw.edu.au/special-consideration

2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct. The School may ask to see the original or certified copy.

3. Applications will **not** be accepted by teaching staff. The lecturer-in-charge will be automatically notified when you lodge an online application for special consideration.

4. Decisions and recommendations are only made by lecturers-in-charge (or by the Faculty Panel in the case of UG final exam special considerations), **not** by tutors.

5. Applying for special consideration **does not** automatically mean that you will be granted a supplementary exam or other concession.

6. Special consideration requests **do not allow** lecturers-in-charge to award students additional marks.
12 STUDENT RESOURCES AND SUPPORT
The University and the Business School provide a wide range of support services for students, including:

- **Business School Education Development Unit (EDU)**
  [https://www.business.unsw.edu.au/students/resources/learning-support](https://www.business.unsw.edu.au/students/resources/learning-support)
  The EDU provides academic writing, study skills and maths support specifically for Business students. Services include workshops, online resources, and individual consultations. EDU Office: Level 1, Room 1033, Quadrangle Building. Phone: 9385 5584; Email: edu@unsw.edu.au.

- **Business Student Centre**
  [https://www.business.unsw.edu.au/students/resources/student-centre](https://www.business.unsw.edu.au/students/resources/student-centre)
  Provides advice and direction on all aspects of admission, enrolment and graduation. Office: Level 1, Room 1028 in the Quadrangle Building; Phone: 9385 3189.

- **Moodle eLearning Support**
  For online help using Moodle, go to: [https://student.unsw.edu.au/moodle-support](https://student.unsw.edu.au/moodle-support).
  For technical support, email: itservicecentre@unsw.edu.au; Phone: 9385 1333.

- **UNSW Learning Centre**
  [www.lc.unsw.edu.au](http://www.lc.unsw.edu.au)
  Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services**
  [http://info.library.unsw.edu.au/web/services/services.html](http://info.library.unsw.edu.au/web/services/services.html)

- **IT Service Centre:**
  Provides technical support for problems logging in to websites, downloading documents etc.
  [https://www.it.unsw.edu.au/students/index.html](https://www.it.unsw.edu.au/students/index.html)

- **UNSW Counselling and Psychological Services**
  Provides support and services if you need help with your personal life, getting your academic life back on track or just want to know how to stay safe, including free, confidential counselling. Office: Level 2, East Wing, Quadrangle Building; Phone: 9385 5418.

- **Student Equity & Disabilities Unit**
  [http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au)
  Provides advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Phone: 9385 4734; Email: seadu@unsw.edu.au