Introduction to Management
GBAT9100

Course Overview
Semester 1 2015
Important Notice

The material contained in this study guide is in the nature of general comment only and is not advice on any particular matter. No one should act on the basis of anything contained in this guide without taking appropriate professional advice upon the particular circumstances. The Publisher, the Editors, and the Authors do not accept responsibility for the consequences of any action taken or omitted to be taken by any person, whether a subscriber to this guide or not, as a consequence of anything contained in or omitted from this guide.
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# Semester 1 2015 course schedule

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<th>w/c Monday</th>
<th>Management</th>
<th>Study skills</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>2 March Introduction to business management</td>
<td>Starting out</td>
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<tr>
<td>Week 2</td>
<td>9 March Developing management skills</td>
<td>Academic research</td>
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<td>Week 3</td>
<td>16 March Communication by individuals in organisations</td>
<td>Types of assignments: essays</td>
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<td>Week 4</td>
<td>23 March The organisation</td>
<td>Referencing and plagiarism</td>
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<td>Week 5</td>
<td>30 March Development of management thought</td>
<td>Assignment 1 checklist</td>
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<td><em><em>Mid-term recess: Friday 3 April</em> – Sunday 12 April</em>*</td>
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<tr>
<td>Week 6</td>
<td>13 April Business strategy Recap and review</td>
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<td>Week 7</td>
<td>20 April Business and technology Report writing</td>
<td></td>
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<td>Week 8</td>
<td>27 April Workplace diversity Critical thinking</td>
<td></td>
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<tr>
<td>Week 9</td>
<td>4 May Career management Writing persuasively</td>
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<tr>
<td>Week 10</td>
<td>11 May Business and society Working in teams</td>
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<tr>
<td>Week 11</td>
<td>18 May Business ethics Assignment 2 checklist</td>
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<tr>
<td>Week 12</td>
<td>25 May Business roles in a complex world Preparing for university exams</td>
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<tr>
<td>Week 13</td>
<td>1 June Examination week 1</td>
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<tr>
<td>Week 14</td>
<td>8 June** Examination week 2</td>
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* 3 April is Good Friday
** 8 June is the Queen’s Birthday public holiday (except WA)
Course staff

Course Coordinator

Each course has a Course Coordinator who is responsible for the academic leadership and overall academic integrity of the course. The Course Coordinator selects content and sets assessment tasks, and takes responsibility for specific academic and administrative issues related to the course when it is being offered. Course Coordinators oversee Class Facilitators and ensure that the ongoing standard of facilitation in the course is consistent with the quality requirements of the program.

The Course Coordinator is:
Dr Lyn Gribble
PhD, MLLR, MEd(T&D) Grad Dip Tourism Mgmt
l.gribble@unsw.edu.au

Lynn is a Sessional Lecturer in the School of Management at UNSW Business School, teaching a range of subjects across management studies, human-resources management and organisational behaviour, in addition to running a full-service human-resources consulting firm.

Prior to working with UNSW, Lynn has held senior learning and management roles in the telecommunications and human-services sectors. Lynn was awarded the Australian Journal of Career Development Research Award in 2010, received both the MBT and Vice-Chancellor’s Award for Teaching Excellence in 2011, and the Outstanding Technology-enabled Teaching Innovation Award in the 2014 UNSW Business School Excellence Awards.

Class Facilitator

The role of your Class Facilitator is to support the learning process by encouraging interaction amongst participants, providing direction in understanding the course content, assessing participant progress through the course and providing feedback on work submitted. MBT Class Facilitators comprise academics and industry practitioners with relevant backgrounds.

You will be notified of your Class Facilitator’s name and contact details in your class confirmation email sent by MBT Student Services. Details will
also be available in the gallery section of your online class for face-to-face and distance classes.

Course Authors

**Dr Janis Wardrop**
Janis is a Lecturer in the School of Management at the UNSW Business School, teaching a range of subjects across management studies, HRM and organisational behaviour. Prior to her appointment at UNSW, Janis spent a number of years working as a business analyst in both professional service and investment-banking industries, focusing particularly on risk-management solutions. She has received the Vice-Chancellor’s Award for Teaching Excellence.

**Dr Tracy Wilcox**
Tracy is a lecturer in human-resource management and organisation studies at the UNSW Management School in the UNSW Business School, and has taught in the Executive MBA program in the AGSM as well as the MBT Program. Tracy is the Course Coordinator for *Managing for Organisational Sustainability*. Her current research interests revolve around strategic human-resource management, legitimisation strategies and ethics.

She has contributed publications on organisational change and performance management for the Federal Department of Industrial Relations in Australia and the UNSW Industrial Relations Research Centre, and has published internationally on teaching sustainability and ethics to management students. Tracy has consulted to manufacturing and service organisations in the areas of strategic human-resource management, management development and total quality management and received the Vice-Chancellor’s Award for Teaching Excellence.

**Dr Sarah Gregson**
Sarah is a lecturer in human-resource management and organisation studies at the UNSW Management School in the UNSW Business School. Her current research interests revolve around diversity management, racism, management strategy and labour history. She has published articles on racism in the mining industry in the early 20th century.

**Dr Nancy Kohn**
Nancy is a lecturer at the UNSW Management School, teaching in the areas of negotiation skills both at UNSW and the Australian Graduate School of Management in Hong Kong, as well as lecturing on communication skills and groups and teams in Business Communication, Ethics and Practice, a core Master of Commerce course. Nancy received the ‘Excellence in team teaching award’ from the UNSW Business School in 2007 and the Vice-Chancellor’s Award for Teaching Excellence.
Craig Tapper

Craig is a consultant to major companies and government departments, and has worked in senior management positions in major industrial, retail and public-sector organisations in Australia and the UK. Craig has been closely involved with the MBT Program for a number of years and is Course Coordinator for Strategic Management of Business and Technology and Development of New Products and Services. He lectures in a range of postgraduate programs in the areas of strategy, business planning, marketing and management in Australia, Singapore and Hong Kong.

Senia Kalfa

Senia’s research examines the transferability of skills from university to the workplace. She has a PhD in Organisation Studies from UNSW and Master of Human Resource Management from Aston Business School, Birmingham (UK). Her research interests include career management, teamwork, employability and cross-cultural management.

Noa Erez-Rein

Noa holds a Bachelor of Arts (Psychology and Sociology) from the University of Tel Aviv and a Master of Science (Organisational Psychology) from Technion Institute of Technology in Israel. She has previously worked in education, training and development and in consulting. Her research interests include international mergers and acquisitions and applied business ethics. She has taught postgraduate students at both AGSM and the Management School while pursuing her PhD in organisational behaviour.
Course information

Aims

This course is compulsory for students enrolled in the Graduate Certificate in Business and Technology. As such, it provides students with a broad introduction to the study of business and management in technology-driven environments, while at the same time developing important academic and study skills that are required of students engaged in postgraduate business education.

Many students who have been away from study for a period of time and/or are new to the area of business studies may also benefit from the course.

To equip MBT participants with the necessary skills, this course sets out to provide a broad introduction to the study of business and management. To this end, this course examines the broad context of business, technology and organisations, and considers issues at the level of an organisation, as well as the role of the individual in an organisation.

The course presents students with the opportunity/environment to question some of our commonly held (and possibly hidden) assumptions about business and organisations.

The broad aim of this course, therefore, is to encourage students of business and technology to critically evaluate commonly held assumptions and practice about organisations, while developing important study skills, both of which will be important to successfully completing your studies.

Structure

Each Unit in the GBAT9100 course is divided into three parts:

- Part 1: Conceptual/topic content
- Part 2: Study skills

Unit 1: *Introduction to business management*. We begin the course by examining the world of business education and introducing the UNSW Master of Business and Technology program. Students are introduced to foundation concepts in adult learning that inform the development not only of this course but also the MBT Program. The study-skills section of the Unit provides students with a self-assessment questionnaire to assess their personal learning style preferences, as well as a discussion of the differences between ‘traditional’ university environments and those encountered in distance education.
Unit 2: Developing management skills. In this Unit, we continue our exploration of managerial development by focusing on the way that self-awareness impacts on our ability to learn. We pay particular attention to the areas of mindfulness and self-reflection as a tool that we can use in both our professional and student lives. In the study-skills section, we start developing skills needed to complete the first assignment by discussing the process of academic research.

Unit 3: Communication by individuals in organisations. While we have all been communicating since birth (in different ways) we often don’t stop to consider communication as a vital tool in successful business practice. In this Unit, we look at the choices we make in terms of communication models and the impact these have on the message being communicated, as well as other barriers to communication. We continue the development of our academic skills in this Unit, looking specifically at essay-style assignments (the format of your first assignment).

Unit 4: The organisation. We encounter organisations on a daily basis – most typically as a customer/client and/or employee. But why are organisations structured as they are? What factors influence the design of an organisation? We consider these questions in this Unit. Our study-skills section continues the development of skills necessary to complete the first assignment by focusing on the importance of referencing.

Unit 5: Development of management thought. In this Unit, we examine the major theories and approaches that have informed our understanding of management over the past 100 years. We actively challenge the idea that ‘new’ management approaches are automatically ‘better’ than preceding ones. As your first assignment is due at the end of this week, in the study-skills section we cover those important last-minute processes that you should undertake before submitting your assignment.

Unit 6: Business strategy. We’ve all heard about business strategy – but what exactly do we mean by the term ‘strategy’ and how do organisations develop them? This Unit introduces us to the key concepts and ideas that inform the development of strategies in modern organisations. As our halfway point, in our study-skills section for this week we take time to reflect on how we are coping with our studies (reflecting on those ideas and skills discussed in Unit 1).

Unit 7: Business and technology. In this Unit, we discuss the central role that all forms of technology have in modern organisations. In our study-skills section this week, we start focusing on the second assignment, looking at report writing as a form of assessment.

Unit 8: Workplace diversity. Diversity is a key feature of modern workplaces. In this Unit, we look at the most common forms of diversity and both the opportunities and issues workplace diversity presents members of these organisations. Our study-skills section continues our exploration of important skills for successful study at a postgraduate level by developing our knowledge of critical thinking.
Unit 9: Career management. In this Unit, we consider the concept of a career – how the concept has changed over time and the impact this has had on the relationship between organisations and individual employees. We also consider the impact of ‘life cycle’ factors on our career decisions. We continue our study-skills development, looking at ways we can develop our written communication focusing on writing persuasively.

Unit 10: Business and society. In Unit 10, we turn our attention to the relationship between business and society, and the important issue of corporate social responsibility. This Unit provides a foundation for the remaining two Units of the course. In the study-skills section we introduce the important skill of group and team work in distance education.

Unit 11: Business ethics. Building on Unit 10, this Unit presents a number of ethical frameworks that can be used in ethical decision-making situations. The focus of the study-skills section is on finalising your second assignment, presenting a checklist to be used when doing so.

Unit 12: Business roles in a complex world. The final Unit in the course continues our exploration of the complexity of the modern business environment, focusing on stakeholder approaches to decision-making and the conflicts that individuals experience in the workplace due to the multiple roles and identities we each have. Our final study-skills section provides information on university exams and the different formats these exams take.

Learning outcomes

Successful completion of this course should enable you to:

• explain a number of theoretical and practical perspectives on organisations at the macro, organisational and individual levels, and have developed a working knowledge of the key concepts and debates in this area

• engage in critical reflection both of our own experiences of work, management and organisations, and of business education and popular management theories

• determine the benefits and risks to any solution by application of theories and frameworks from across the course

• develop research and communications skills necessary for work and further study

• strengthen key competencies in online participation, written communication and persuasion, critical thinking, problem-solving, information processing and planning

• write an informed commentary about management problems
• apply ethical frameworks to management problems
• demonstrate an informed response to diversity and the associated issues.

Skills you will need

There are no pre-requisites for this course.

Please refer to the AGSM Learning Guide (available in Moodle) for information you will find very useful in pursuing your studies.

Resources

Recommended reading

The following texts represent a collection of recommended sources only. They should not be considered to be compulsory reading. The course materials provided, as well as further research of the online journal databases available via the UNSW Library website, will provide you with enough information to achieve success in the course.

Management and Business


Study Skills


**Journals**

The following journals are a sample of relevant and useful sources of academic information for this course content:

*Academy of Management Perspectives*
*Academy of Management Review*
*Australian Journal of Public Administration*
*Business Communication Quarterly*
*Harvard Business Review*
*Human Relations*
*Journal of Business Ethics*
*Journal of Management*
*Journal of Management Studies*
*Leadership Quarterly*
*Sloan Management Review*
*Work, Employment and Society*

**Relationship to other courses in the MBT program**

This course has been developed to provide students who have no previous university education with a fundamental understanding of academic skills. Acquiring these skills will provide you with a solid foundation for completing the remaining three subjects in the Graduate Certificate.

The course content has been specifically selected to support the development of these academic skills, as well as the currency of the debates in these topics and their importance to the development of successful and effective business people of the 21st century.
Assessment

There are two assignments and an examination for GBAT9100 Introduction to Management. Assignments must be received by 9.30am Sydney time on the due dates.

<table>
<thead>
<tr>
<th>Participation</th>
<th>Throughout the term</th>
<th>20%</th>
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<tbody>
<tr>
<td>Assignment 1</td>
<td>Thursday 2 April 2015 (Week 5)</td>
<td>15%</td>
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<tr>
<td>Assignment 2</td>
<td>Thursday 21 May 2015 (Week 11)</td>
<td>30%</td>
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<tr>
<td>Examination*</td>
<td>Thursday 11 June 2015 (2pm if sitting on campus)</td>
<td>35%</td>
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*Examination is 2 hours; open book

Extensions to assignment deadlines will be granted only in exceptional circumstances, and where adequate supporting documentation can be provided. Please note that work commitments do not constitute grounds for an extension. Your Class Facilitator may approve an extension of up to two days, after which requests must be made through the special consideration process. For details about this process, see: https://student.unsw.edu.au/special-consideration

In the case of late lodgement without an approved extension, 10% of the assignment weighting will be deducted for each day late.

Please note the examination date and mark it in your diary. If you will not be available to sit the exam on the specified date then you must choose another course. Supplementary exams will only be permitted in exceptional and unforeseen circumstances, and after submission of the requisite documentation for special consideration, see: https://student.unsw.edu.au/special-consideration
Continual course improvement

MBT courses are revised each time they run, with updated course overviews and assessment tasks. All courses are reviewed and revised every three years and significant course updates are carried out in line with industry developments, and also when new editions of prescribed textbooks are published.

The MBT surveys students via the UNSW CATEI system each time a course is offered. The data collected provides anonymous feedback from students on the quality of course content and materials, class facilitation, student support services and the MBT Program in general. This student feedback is taken into account in all course revisions.

The UNSW Business School also monitors the quality of students’ learning experiences in all its programs. A random selection of completed assessment tasks may be used for quality-assurance purposes. This information will be aggregated and used:

- to determine the extent to which program learning goals are being achieved for accreditation purposes
- to improve the quality of UNSW Business School programs.

All material used will be treated as confidential and these processes will have no bearing on course grades.

Student evaluations from the last presentation of the course

Overall the feedback on ITM is positive, with students finding it relevant and providing valuable information across a broad range of topics. Students commented on the supportive learning environment provided in both face-to-face and online classrooms for those who have never studied in a university environment before. The flexibility to study from electronic notes allowed people to learn from a variety of locations. Students enjoyed the focused nature of the course discussions and found they could also develop these discussions to a work context too.

Coordinator’s response

The course is designed to teach management skills and develop academic skills and, as such, students are always able to open informal discussions in the coffee shop that are about other areas of interest. Students are encouraged to learn through both GBAT9100-specific materials as well as MBT and UNSW available resources.