Course Outline

Management Principles

BUSS 1054 Study Period 5 - 2013

Internal - City West Campus

University of South Australia

Introduction

Welcome

Dear Students

I welcome you to the course *Management Principles* (BUSS 1054) in Study Period 5, 2013. This course is designed to provide you with an introductory understanding of the nature and meaning of management, the organisation of work and some different ways to motivate and organise people - all within a complex and ever-changing international environment.

Organisations in the 21st century exist in a turbulent environment driven by a number of forces such as globalisation, intense competition and rapid technological changes to name a few; not to mention the unforeseen circumstances that can, and do, arise such as natural disasters like the Japanese Tsunami and the threat of the Bird Flu. Management Principles will provide you with the opportunity to explore and analyse and explain how work is organised and people are managed to prepare you for a role in which you're responsible for achieving organisational results effectively, efficiently and through people.

This Course Outline includes an overview of the course and details of assessment. I would encourage you to use Internet facilities as they provide you with easy access to general information on the course and allows you to interact with your fellow students. I hope you find your learning experience interesting and rewarding.

Best Wishes

Luke

Luke Faulkner
Course Coordinator (Management Principles in SP2 and 5, 2013)
BA.,Ass.Dip.Lab.Stud.,Grad.Dip.Soc.Sc.,Grad.Dip.Bus.Admin.,M.Pol.Admin.,PhD.
Associate Head of School: Academic
School of Management
University of South Australia Business School - Equis Accredited
City West Campus
North Terrace
ADELAIDE SA 5000
Telephone: (08) 8302-0010
Facsimile: (08) 8302-0512
Email: luke.faulkner@unisa.edu.au
Homepage: http://www.unisanet.unisa.edu.au/staff/Homepage.asp?Name=luke.faulkner

Course Teaching Staff

Primary Coordinator:	AsPr Luke Faulkner
Location:	School of Management EM2-35
Telephone:	+61 8 8302 0010
Fax:	+61 8 8302 0512
Email:	Luke.Faulkner@unisa.edu.au
Staff Home Page:	people.unisa.edu.au/Luke.Faulkner

* Please refer to your Course homepage for the most up to date list of course teaching staff.

School Contact Details

School of Management

Phone:	+61 8 8302 0524
Email:	mgn.enquiries@unisa.edu.au

Course Overview

Prerequisite(s)

There are no prerequisite courses to be completed before this course can be undertaken.

Corequisite(s)

There are no corequisite courses to be completed in conjunction with this course.

Course Objectives

On completion of this course, students should be able to:

CO1. Critically examine the roles of managers and the organisation of work

CO2. Identify the processes of management

CO3. Evaluate the nature of work and the type of commitment to it in societies and organisations

CO4. Identify and assess the influence of change and technology on managers, management, work and its organisation

CO5. Assess the implications and significance of human and cultural diversity in the exercise of management, work and its organisations

CO6. Identify indigenous cultural issues in the organisation of work and its management

Upon completion of this course, students will have achieved the following combination of Graduate Qualities and Course Objectives:

	Graduate Qualities being assessed through the course						
	GQ1	GQ2	GQ3	GQ4	GQ5	GQ6	GQ7
CO1	•		•		•		•
CO2	•	•	•			•	
CO3		•			•	•	•
CO4	•		•	•	•	•	
CO5	•				•	•	•
CO6	•				•	•	•

Graduate Qualities

A graduate of UniSA:

GQ1. operates effectively with and upon a body of knowledge of sufficient depth to begin professional practice

GQ2. is prepared for life-long learning in pursuit of personal development and excellence in professional practice

GQ3. is an effective problem solver, capable of applying logical, critical, and creative thinking to a range of problems

GQ4. can work both autonomously and collaboratively as a professional

GQ5. is committed to ethical action and social responsibility as a professional and citizen

GQ6. communicates effectively in professional practice and as a member of the community

GQ7. demonstrates international perspectives as a professional and as a citizen

Course Content

The nature and meaning of management, work and work organisation; influence of changing technology on management processes and practices; the motivation of people to achieve organisational objectives; social relations in the workplace; organisational culture and control; conflict; its regulation and management; cross-cultural dimensions; global trends.

Teaching and Learning Arrangements

Tutorial   1 hour x 13 weeks
Lecture   2 hours x 13 weeks

Unit Value

4.5 units

Additional assessment requirements

N/A

Learning Resources

Textbook(s)

You will need continual access to the following text(s) to complete this course. Where possible the Library will make the book available for student use. Please check the Library catalogue before purchasing the book(s). The Library will always seek to purchase resources that allow an unlimited number of concurrent users, however availability is dependent on license arrangements with book publishers and platforms. http://www.library.unisa.edu.au

Robbins, S, DeCenzo, D, Coulter, M & Woods, M (2012). *Management: The Essentials* (1st Edition). Pearson.

Reference(s)

Journals and Periodicals

Academy of Management Journal CIW PER 658 A168 with ABI/Inform
Academy of Management Review IW PER 658 A168B with ABI/Inform
Administrative Science Quarterly CIW PER 350 A238 + CIW BPO CD-ROM
Advanced Management Journal CIW PER 658 A244 + CIW BPO CD-ROM
American Journal of Sociology MAG PER 301.05 A312
American Management Review CIW BPO CD-ROM
American Sociological Review MAG PER 301 A512
Asia Pacific Journal of Human Resources CIW PER 658.3 H918
Australian Journal of Public Administration CIW PER 350 A938
British Journal of Management CIW PER 658 B862
British Journal of Sociology MAG PER 301.05 B862
Critical Management Studies NOT HELD AT UNISA
Harvard Business Review CIW PER 658 HAR
Human Resource Development Quarterly CIW BPO CD-ROM
Human Resource Magazine CIW PER 658.3 P467.5
Human Resource Management CIW PER 658.3 HUM.R
Human Relations CIW BPO CD-ROM
International Journal of Employment Studies CIW PER 331.125 I61
International Journal of Human Resource Management CIW PER 658.3 I61
International Labour Review CIW PER 331 I61
International Management Not current (1992-1994 only on BPO)
Journal of Applied Behavioural Science CIE,PER 300 (1974-1986, 1992 only at City East)
Journal of Industrial Relations CIW PER 331.0994 JOU
Journal of Management Studies CIW PER 658 J86
Labour and Industry CIW PER 331 L125
New Technology, Work and Employment CIW PER 331.1 N532
New Zealand Journal of Industrial Relations CIW BPO CD-ROM
Organization CIW PER 302.35 O682
Organization Studies CIW PER 302.35 O68 with ABI/Inform
Personnel Review CIW PER 658.3 P467.3
Sociological Review MAG PER 301.05 S678
Sociology MAG PER 301.05 S678s + CIW BPO CD-ROM
Work and Stress MAG PER 158.7 W926
Work, Employment and Society MAG PER 306.36 W926

Catalogues and databases
All databases under 'Business' and 'Management' titles are useful for this course. The following databases are available through the University library:
Academic Search Elite
Business Source Premier
Emerald Fulltext

Materials to be accessed online

learnonline course site

All other course material can be accessed through your learn**online** course site. Once your Course Coordinator has published the site, you will be able to access it from the my Courses section in myUniSA.

myUniSA

All study related materials can be accessed through: https://my.unisa.edu.au

Assessment

Assessment Details

Details of assessment submission and return are listed under each assessment task. Assessment tasks will be returned to you within two to three weeks of submission.

If submitting in hard copy, please attach an Assignment Cover Sheet which is available on the <u>learn**online** student help</u> and in myUniSA.

Assessment Summary

#	Form of assessment	Length	Duration	Weighting	Due date (Adelaide Time)	Submit via	Objectives being assessed
1	Essay	1000 words approx.	N/A	15%	25 Aug 2013, 11:00 PM	learnonline	CO1, CO2, CO4
2	Case study	2000 words approx.	N/A	35%	27 Oct 2013, 11:00 PM	learnonline	CO1, CO3, CO4, CO5, CO6
3	Weekly Quizzes	N/A	N/A	15%	*See assessment activities for details*	*See assessment activities for details*	CO1, CO2, CO3
4	Examination	1000 word equivalent	2 hours	35%	Other - TBA	In person	CO1, CO2, CO5, CO6

Feedback proformas

The feedback proforma is available on your course site.

Assessments

Essay (Graded)

Define the term 'Diversity' and discuss the opportunities and challenges inherent in its adoption in the workplace.

Format:

In this assignment students are urged to first provide an introduction that embodies the questions that are being asked and which sets out the steps by which the questions will be answered. The introduction to an academic assignment is very important. It 'sets the scene' for what is to follow.

A reader should (ideally) be able to look at the introduction to an academic assignment and get an overall idea of the theme of the assignment and the steps by which it will be addressed. The introduction should be about 10% of the total word count for the entire assignment - and presented in one, single, paragraph (at the beginning of the assignment obviously). References should not be included in the introduction - these come later in the body of the assignment.

In other words, the introduction should be a 'mini-essay'. Ideally, it should be self-explanatory. A reader should be able to get a really good idea of the entire assignment just by reading the introduction. In other words it should be 'self-contained' and stand alone.

The assignment should also include a summary which, as it's name implies, summarises the entire assignment. Quite obviously, this should be the final paragraph of the assignment. Like the introduction, the summary should also be presented as one, single, paragraph and be about 10% of the total word count for the assignment.

Finally, a Reference List should be included. The Reference List does not form part of the word count for the assignment. Please note here that a Reference List should only list those references that were directly referred to in the body of the assignment itself....in other words - no padding!

Even though this first assignment is called 'Essay' we're really not concerned with the choice of format. It will be quite acceptable to present the work in any format with which students feel comfortable - whether that be essay

(no sub-headings in the assignment) or report (headings and sub-headings an the beginning and throughout the assignment). However, having said this - we would still like to see an introduction, conclusion and comprehensive Reference List.

We're really looking for evidence of research - that is, the incorporation of quotes and ideas from published work. We don't want references from Wikepedia or from the general internet. Students need to use references that have been published in reputable books, journals and (if appropriate) newspapers and magazines.

While it's very difficult to tell students how many references are 'needed' as a rule of thumb we would expect 4-5 references in this assignment for a bare pass (P2), 6-8 for a P1, 8-12 for a Credit and above. Please note that this is very much a guide only. Criteria for the marking of the assignment is as follows:

- number of references;
- how these references are used (we like to see 'analysis' not merely 'description' - there's a big difference between these terms);
- how well these references are cited (in the body of the work and at the end in the Reference List);
- whether the assignment has a good introduction;
- English grammar, expression, correct punctuation, lay-out;
- submission on time (there is a 10% per day or part-day penalty for late submission);
- inclusion of examples from the 'real world' (but backed-up by references).

So, students need to know that an assignment (any assignment) is not just graded on 'number' of references used. A lot of factors are considered when marking assignments. Including 4 or more references does not mean, therefore, that the assignment will pass - it will just increase its chances!

Case study (Graded)

Read the following case study and answer all the questions.

Indian CV inaccuracies: a major problem in IT services

In March 2006, some leading IT services companies in India such as Wipro Technologies (Wipro) and IBM India dismissed several employees, when they discovered that the information provided in the employees' Curriculum Vitaes (CVs) was false. The companies also blamed some of the recruitment agencies which had recruited the dismissed employees, for helping them fake their CV's. Police complaints were lodged against some of these recruitment agencies, and they were even asked to refund the expenditure incurred by the companies in hiring the dismissed employees.

These charges and allegations highlighted the growing problem of fake CVs in the Indian job market. It was estimated that 10-12% of the selected candidates had submitted false information in their CVs. However, the extent of falsification was believed to be much higher in the IT and ITeS sectors as they accounted for 50% of the 200,000 jobs and were highly attractive to job seekers due to their high salary packages and other benefits. The main areas for falsification were work experience, expertise and skills, educational qualifications and previous salary packages.

It was reported that in many cases the falsification of the CV's was done with active collaboration of recruitment agencies and at times even with the knowledge and connivance of the company's recruitment managers.

The boom in the Indian job market had resulted in the growth of the recruitment industry and it was reported that 1,500 new recruitment agencies were set up since 2004 to cater to the growing demand. As a consequence of the rapid growth of the industry, the credentials and capabilities of these agencies varied widely.

The issue of fake CVs highlighted concerns regarding the professional practices and ethics of the recruitment agencies. Industries which used the services of these agencies were concerned about the negative perceptions the issue might create with customers based in foreign countries. The Executive Recruiters Association (ERA), the association of the Indian recruitment industry, expressed its regrets on this issue and promised strict action against the erring agencies.

However, the whole issue created serious problems for the HR managers in the affected companies. On the one hand, they had to quickly recruit large numbers of qualified and competent people to meet the demands of growth. On the other hand, they faced the prospect of higher costs and longer lead times for recruitment, if they were to resort to background checks and verification of CVs for all their new recruits.

(Source: ICMR Case Studies and Management Resources, viewed 4 January 2008, <www.icmrindia.org/ business>.

Case Study Questions

Answer all three (3) of the following case study questions in short answer format.

1. What types of control (using management terminology) are not being carried out effectively in IT companies in India? Give examples of these control problem areas from the case study.

2. What strategies that reflect steps in the control process would you implement as the CEO of the Executive Recruiters Association (ERA) to reduce variations in accuracies of CVs throughout the Indian IT companies?

3. What follow up 'Control' checks would you use to ensure that the strategies you have brought in for compliance by the recruitment agencies are being followed?

Weekly Quizzes (Graded)

Assessment Activities

Name	Sub-weighting	Due date (Adelaide Time)	Submit via
Quiz for Topic 1	All activities equally weighted	13 Aug 2013, 11:00 PM	learnonline
Quiz for Topic 2	All activities equally weighted	20 Aug 2013, 11:00 PM	learnonline
Quiz for Topic 3	All activities equally weighted	27 Aug 2013, 11:00 PM	learnonline
Quiz for Topic 4	All activities equally weighted	3 Sep 2013, 11:00 PM	learnonline
Quiz for Topic 5	All activities equally weighted	10 Sep 2013, 11:00 PM	learnonline
Quiz for Topic 6	All activities equally weighted	17 Sep 2013, 11:00 PM	learnonline
Quiz for Topic 7	All activities equally weighted	24 Sep 2013, 11:00 PM	learnonline
Quiz for Topic 8	All activities equally weighted	1 Oct 2013, 11:00 PM	learnonline
Quiz for Week 9	All activities equally weighted	22 Oct 2013, 11:00 PM	learnonline
Quiz for Week 10	All activities equally weighted	29 Oct 2013, 11:00 PM	learnonline
Quiz for Week 11	All activities equally weighted	5 Nov 2013, 11:00 PM	learnonline
Quiz for Week 12	All activities equally weighted	12 Nov 2013, 11:00 PM	learnonline

This piece of assessment has been renamed: 'Weekly Quizzes' as it reflects the actual task.

Students are expected to complete 12 weekly quizzes as a component of the assessment requirement for this Course.

Each weekly quiz consists of 10 randomly chosen questions drawn from a pool of around 200 questions. In addition, not only are the questions randomly mixed - but the answers are also scrambled. So, while two students may get some of the same questions it is highly unlikely that they will both get the correct answer as the same multiple-choice pick. For one student the correct answer to a question may be presented as Option A while, for another student the answer to that same question may be presented as Option D.

The entire 120 questions for the whole set of quizzes together only amount to 15% of the total marks for the course. It is recognised that small groups of students may get-together to answer the weekly quizzes - we know that may well happen. Not a problem. The point of the quizzes is really to help students revise the material covered in the previous week and so, if working on the quizzes in small groups helps achieve this outcome, then go for it!

However, considering the fact that the answers (as well as the questions) to each quiz are scrambled it is advisable that if students are going to work on their weekly quizzes together it's probably best not to do try to answer the questions over the 'phone of texting!

Can you just imagine a group of students trying to answer the questions by 'phone or by texting...

Student 1: *'The answer to Question 4 is Option D'.*......**Student 2:** *'No it's not - I'm sure it's option B'.* **Student 3:** *'I've done the reading on this and I'm positive it's Option C' .*

So, probably a better idea to get together physically if you would like to work on them in groups as due to the randomisation of the answers each of the students above is probably correct.

Please have a look at the quizzes on the Learnonline page. You will see that each week's quiz is on the previous week's topic. What this means is that students will cover the material in the first week, do the reading, attend tutorials (if they are internal students) in the next week and, by the end of the second week, they should

be in a position where they know the material enough to be able to do that quiz..

Students will have four (4) full days to do their weekly quizzes - sorry, no more time will be allowed. If student can't do their weekly quizzes over this period then they lose that week's quiz revision. We think that four full days is quite sufficient. Students are expected to complete 12 weekly quizzes as a component of the assessment requirement for this Course. Once you commence the quiz, it will be open for 30 minutes and consists of 10 questions. In other words, students will have 3 minutes per question in each quiz. Please ensure that you save as you go in case of technology issues.

We will count the top 10 of those 12 quizzes towards the 15%.

Examination

This is a closed book exam of 2 hours duration (plus 10 minutes reading time and an additional 20 minutes for students who do not have English as their native language).

It will be comprised of two (2) sections:

Part A will contain a number of questions from which students will be asked to pick any one (1) qustion and answer it in essay format. It is expected that answers to this question will be approximately 3 pages in length and address the chosen question in a comprehensive manner. The essay should contain an introduction and a logical structure.

Part B will also contain a number of questions. In this section students will be asked to pick any five (5) questions and answer them in a short answer format. It is expected that answers to this question be approximately 1 page in length and address the chosen questions in a general manner.

Supplementary Assessment

Supplementary assessment is not available for this course.

Important information about all assessment

All students must adhere to the University of South Australia's policies about assessment: http://www.unisa.edu.au/policies/manual/default.asp.

Students with disabilities or medical conditions

Students with disabilities may be entitled to a variation or modification to standard assessment arrangements.

Information for students with disabilities is available at: http://www.unisa.edu.au/disabilityservices/support/default.asp.

Variations to assessment tasks

Variation to assessment methods, tasks and timelines can be provided in:

1. **Unexpected or exceptional circumstances**, for example bereavement, unexpected illness (details of unexpected or exceptional circumstances for which variation can be considered are discussed in clauses 7.5 & 7.6 of the Assessment Policy and Procedures Manual). Variation to assessment in unexpected or exceptional circumstances should be discussed with your course coordinator as soon as possible.
2. **Special circumstances**, for example religious observance grounds, or community services (details of special circumstances for which variation can be considered are discussed in clause 7.8 of the Assessment Policy and Procedures Manual). Variations to assessment in expected circumstances must be requested within the first two weeks of the course (or equivalent for accelerated or intensive teaching).

More information about variation to assessment may be found by consulting the relevant policy: http://www.unisa.edu.au/policies/manual/default.asp (sections 3 and 7).

Academic Integrity

The University aims to foster and preserve the scholarly values of inquiry, experimentation, critical appraisal and integrity, and to foster these values in its students.

Academic integrity is a term used at university to describe honest behaviour as it relates to all academic work (for example papers written by staff, student assignments, conduct in exams, etc) and is the foundation of university life. One of the main principles is respecting other people's ideas and not claiming them as your own. Anyone found to have used another person's ideas without proper acknowledgement is deemed guilty of Academic Misconduct and the University considers this to be a serious matter.

The University of South Australia wants its students to display academic integrity so that its degrees are earned honestly and are trusted and valued by its students and their employers. To ensure this happens and that students adhere to high standards of academic integrity and honesty at all times, the University has policies and procedures in place to promote academic integrity and manage academic misconduct for all students. Work submitted electronically by students for assessment will be tested using the text comparison software Turnitin.

More information about academic integrity and what constitutes academic misconduct can be found in Section 9 of the Assessment Policies and Procedures Manual (APPM) at: http://www.unisa.edu.au/policies/manual/ or on the Learning and Teaching Unit website at: http://www.unisa.edu.au/ltu/integrity/default.asp

Submission and return of assessment tasks

See above under Assessment Details.

Evaluation of the course

Students will be asked to comment on the Course at the end of the Study Period.

Conceded and Terminating Passes

Conceded and Terminating passes are available in this course.

Further Assessment Information

Resubmissions, re-marking and extensions may all be available subject to negotiation with the Course Coordinator as per standard policy.

Please note that assignments submitted after the due date, without an authorised extension, will receive a penalty of 10% a day deducted from the total available mark for the assignment for up to 7 calendar days. After 7 calendar days the assignment will no longer be accepted.

Please use a recognised referencing system, for example Harvard or APA. The library has information on referencing styles http://www.library.unisa.edu.au/learn/manreferences.aspx

Course Calendar

Study Period 5 - 2013

	Weeks	Topic	Assessment Details (Adelaide Time)	Public Holidays
	15 - 21 July	Pre-teaching		
	22 - 28 July	Pre-teaching		
1	29 July - 4 August	Managers and Management: Contemporary and Historical Perspectives		
2	05 - 11 August	The Internal Management Environment, Culture and Diversity		
3	12 - 18 August	The External and International Management Environments	Weekly Quizzes: Quiz for Topic 1 due 13 Aug 2013, 11:00 PM	
4	19 - 25 August	Planning	Weekly Quizzes: Quiz for Topic 2 due 20 Aug 2013, 11:00 PM Essay due 25 Aug 2013, 11:00 PM	
5	26 August - 1 September	Decision Making	Weekly Quizzes: Quiz for Topic 3 due 27 Aug 2013, 11:00 PM	
6	02 - 8 September	Organising	Weekly Quizzes: Quiz for Topic 4 due 03 Sep 2013, 11:00 PM	
7	09 - 15 September	Mid-break	Weekly Quizzes: Quiz for Topic 5 due 10 Sep 2013, 11:00 PM	
8	16 - 22 September	Mid-break	Weekly Quizzes: Quiz for Topic 6 due 17 Sep 2013, 11:00 PM	
	23 - 29 September	Mid-break	Weekly Quizzes: Quiz for Topic 7 due 24 Sep 2013, 11:00 PM	
	30 September - 6 October	Mid-break	Weekly Quizzes: Quiz for Topic 8 due 01 Oct 2013, 11:00 PM	
9	07 - 13 October	Controlling		Labour Day 7/10/2013
10	14 - 20 October	Managing Human Resources		
11	21 - 27 October	Managing Change, Innovation and Entrepreneurship	Weekly Quizzes: Quiz for Week 9 due 22 Oct 2013, 11:00 PM Case study due 27 Oct 2013, 11:00 PM	
12	28 October - 3 November	Indigenous Management; Careers Session	Weekly Quizzes: Quiz for Week 10 due 29 Oct 2013, 11:00 PM	
13	04 - 10 November	Course Revision Lecture	Weekly Quizzes: Quiz for Week 11 due 05 Nov 2013, 11:00 PM	

11 - 17 November	Swot-vac	Weekly Quizzes: Quiz for Week 12 due 12 Nov 2013, 11:00 PM
18 - 24 November	Exam week	
25 November - 1 December	Exam week	