



# MGMT11109 *Introduction to Management*

## Term 3 - 2017

Profile information current as at 20/04/2024 06:21 am

All details in this unit profile for MGMT11109 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

### General Information

#### Overview

The aim of this unit is to enable you to gain a knowledge and understanding of management functions by examining the roles and responsibilities of a manager. You will acquire a good knowledge of management concepts. Particular emphasis is placed on the management process, its dynamic nature and its key elements of planning, organising, directing, coordinating and controlling.

#### Details

Career Level: *Undergraduate*

Unit Level: *Level 1*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

#### Offerings For Term 3 - 2017

- Brisbane
- Distance
- Melbourne
- Sydney

#### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

#### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Written Assessment**

Weighting: 50%

#### 2. **Written Assessment**

Weighting: 50%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Email, Moodle, Survey, phone communication with students in Term One 2017.

##### **Feedback**

A review of Assessment Two to ensure students achieve success in the Unit with a reduction in stress.

##### **Recommendation**

More direction given in guide documents for each individual assessment which includes a marking key and a more detailed rubric detailing level of attainment for all assessment criteria.

#### Feedback from Student survey

##### **Feedback**

Ensure that teaching team assembled are experienced teachers and that content and assessment requirements are addressed clearly without confusion for students.

##### **Recommendation**

Increase teaching staff meetings to four per term from two per term.

## Unit Learning Outcomes

### On successful completion of this unit, you will be able to:

1. demonstrate an understanding of basic concepts, principles and theories of management and how they have evolved
2. explain the four basic management functions of planning, organising, leading and controlling and how they should be implemented
3. discuss how external environmental factors can impact on managerial and organisational processes and priorities
4. identify and explain contemporary management challenges.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes

 N/A Level   Introductory Level   Intermediate Level   Graduate Level   Professional Level   Advanced Level

### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
<b>1 - Written Assessment - 50%</b>	•	•	•	•
<b>2 - Written Assessment - 50%</b>	•	•	•	•

### Alignment of Graduate Attributes to Learning Outcomes



## Textbooks and Resources

### Textbooks

MGMT11109

#### Prescribed

##### **Becoming a Master Manager: A Competing Values Approach**

6th Edition (2015)

Authors: Quinn RE, Bright D, Faerman SR, Thompson MP, and McGrath MR

Wiley

Hoboken , New Jersey , USA

ISBN: 9781119034377

Binding: Hardcover

#### Additional Textbook Information

\*\*Note: As part of a small CQUniversity etextbook pilot project being conducted in Term 3, an electronic copy of the prescribed textbook will be provided through the unit's Moodle at no cost to enrolled students. More details are available on the unit's Moodle site\*\* If preferred, you can still purchase a paper copy from the CQUni Bookshop here:

<http://bookshop.cqu.edu.au/>

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

#### You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**James Callan** Unit Coordinator

[j.callan@cqu.edu.au](mailto:j.callan@cqu.edu.au)

## Schedule

### Week 1 - Module 1 - 06 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
Creating and Sustaining Commitment and Cohesion	Understanding Self and Others (pp.37-46) Communicating Honestly and Effectively (pp. 47-57)	Learning Log: 1. Anchors and Oars (pp. 35-36) 2. Communication Skills (pp. 47-48) 3. My take on the Rational Goals Model

### Week 2 - Module 1 - 13 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Creating and Sustaining Commitment and Cohesion	Mentoring and Developing Employees (pp.58-59) Managing Groups and Leading Teams (pp. 70-87)	Learning Log: 1. Assumptions about Performance Evaluations (pp. 58-36) 2. Are You a Team Player? (pp. 70-72) 3. My take on the Internal Process Model
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**Week 3 - Module 1/2 - 20 Nov 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Creating and Sustaining Commitment and Cohesion Establishing and Maintaining Stability and Continuity	Managing and Encouraging Constructive Conflict (pp. 88-102) Organizing Information Flows (pp. 108-119)	Learning Log: 1. How Do You Handle Conflict? (pp. 58-36) 2. Identifying Data Overload and Information Gaps (pp. 109-110) 3. My take on the Human Relations Model

**Week 4 Module 2 - 27 Nov 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Establishing and Maintaining Stability and Continuity	Working and Managing Across Functions (pp.119-128) Planning and Coordinating Projects (pp. 128-143)	Learning Log: 1. Mapping Your Organization (pp. 119-120) 2. Project Planning (pp. 128-129) 3. My take on the Open Systems Model

**Vacation Week - 04 Dec 2017**

Module/Topic	Chapter	Events and Submissions/Topic
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**Week 5 - Module 2 - 11 Dec 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Establishing and Maintaining Stability and Continuity	Measuring Performance and Quality (pp. 144-153) Encouraging and Enabling Compliance (pp. 153-165)	Learning Log: 1. Identifying Appropriate Performance Criteria (pp. 144-145) 2. Reactions to Methods of Encouraging Compliance (pp. 153-154)

**Week 6 - Mid-term Review - 18 Dec 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Creating and Sustaining Commitment and Cohesion Establishing and Maintaining Stability and Continuity	Application Topic (Review): 1. Solicit feedback (p. 46) 2. Developing your reflective listening skills (p. 57) 3. Developing your capacity to develop others (p. 70) 4. Team-building action plan (p. 87) 5. Managing your own conflicts (p. 102) 6. Directing your own data and information traffic (p.118) 7. Examining a cross functional team (p. 128) 8. Managing your own project (p. 143) 9. Developing performance metrics for your job (p.153) 10. Your organization's compliance policies and practices (p. 165)	<b>Management Capability Learning Log I (20%) and Written Report I (30%)</b> Due: Week 6 Thursday (21 Dec 2017) 5:00 pm AEST

**Week 7 - Module 3 - 01 Jan 2018**

Module/Topic	Chapter	Events and Submissions/Topic
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Improving Productivity and Increasing Profitability	Developing and Communicating a Vision (pp. 171-182) Setting Goals and Objectives (pp. 183-194)	Learning Log: 1. How You Develop and Communicate Vision (pp. 171-172) 2. Identifying Your Personal Goals (p. 183)
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### Week 8 - Module 3 - 08 Jan 2018

Module/Topic	Chapter	Events and Submissions/Topic
Improving Productivity and Increasing Profitability	Motivating Self and Others (pp. 194-210) Designing and Organizing (pp. 211-226)	Learning Log: 1. When Are You the Most Motivated and Productive? (pp. 194-195) 2. Assessing Organizational Culture (p. 211)

### Week 9 - Module 3/4 - 15 Jan 2018

Module/Topic	Chapter	Events and Submissions/Topic
Improving Productivity and Increasing Profitability Promoting Change and Encouraging Adaptability	Managing Execution and Driving for Results (pp. 227-236) Using Power Ethically and Effectively (pp. 243-256)	Learning Log: 1. Your Leadership Task Orientation (p. 227) 2. Who Is Powerful? (p. 243)

### Week 10 - Module 4 - 22 Jan 2018

Module/Topic	Chapter	Events and Submissions/Topic
Promoting Change and Encouraging Adaptability	Championing and Selling New Ideas (pp. 256-270) Fueling and Fostering Innovation (pp. 271-283)	Learning Log: 1. The Presenter's Touch: You May Have It but Not Know It (pp. 256-257) 2. Are You a Creative Thinker? (pp. 271-272)

### Week 11 - Module 4 - 29 Jan 2018

Module/Topic	Chapter	Events and Submissions/Topic
Promoting Change and Encouraging Adaptability	Negotiation Agreement and Commitment (pp.283-293) Implementing and Sustaining Change (pp. 294-307)	Learning Log: 1. How Effective Are You at Negotiating Agreement? (pp. 283-284) 2. Changes in My Organization (p. 294) 3. My take on the Road to Mastery

### Week 12 - Conclusion and Review - 05 Feb 2018

Module/Topic	Chapter	Events and Submissions/Topic
Unit Conclusion and Review	Application Topic (Review): 1. Envisioning your career (p. 182) 2. Evaluating the use of goal setting in your organisation (p. 194) 3. When are you and your colleagues the most motivated and productive? (p. 210) 4. Understanding the design of your company (p. 226) 5. Know your time (p. 236) 6. Building your power base by changing your influence strategy (p.256) 7. You be the speaker (p. 270) 8. New approaches the same old problem (p. 283) 9. Negotiating at work (p.293) 10. Planning a change (p. 307) 11. Your strategy for mastery (pp. 312-328)	<b>Managerial Capability Learning Log II (20%) and Written Report II (30%)</b> Due: Week 12 Thursday (8 Feb 2018) 5:00 pm AEST

### Review/Exam Week - 12 Feb 2018

Module/Topic	Chapter	Events and Submissions/Topic
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## Assessment Tasks

### 1 Management Capability Learning Log I (20%) and Written Report I (30%)

#### Assessment Type

Written Assessment

#### Task Description

**AIM:** Develop a working definition of management.

Assessment 1 comprises two tasks:

(i) Learning Log I (20%) which represents weekly progress with module learning outcomes and preparation for the written report.

(ii) Written report (30%)

Develop and submit a concise report (1000 words) that presents your working definition of management developed during modules 1 and 2 of the unit. The report's focus must relate to observations you have personally undertaken during the early part of the term (first 4 or 5 weeks). Pay particular attention to the instructions provided in the assessment block in Moodle, and start work on the report from week 1. Your thinking and developing appreciation about management is key, since activities in modules 1 and 2 are about establishing a first-hand appreciation of management-in-action through observation and description. Find practicing managers you are able to observe and with whom you develop some form of relationship. Assessment 1 is not about forming judgements or making evaluations. As part of the preparation for the written report, keep an open-mind about what it is that management does - the list may well be quite long. The need for a working definition stems from the fact that that your observations will not be not exhaustive, and consequently the evidence gathered represents a starting point for appreciation and understanding of today's management practices.

**RESOURCES:** To successfully complete the assessment

1. Make use of the lectures (modules 1 and 2)
2. Engage with the weekly seminars
3. Complete the weekly Learning Log entries
4. Use the textbook and readings as principal sources
5. Apply the American Psychological Association (APA) abridged guide for layout of references
6. Refer to the assessment block (Moodle) for further instructions on report structure and standards

#### Assessment Due Date

Week 6 Thursday (21 Dec 2017) 5:00 pm AEST

Submission date and time align with Australian business conventions.

#### Return Date to Students

Week 8 Thursday (11 Jan 2018)

The return date applies to all submissions lodged on or before the due date and time.

#### Weighting

50%

#### Assessment Criteria

**Learning Log I:** Each weekly entry (5 in all) is rated according to a 5 point rubric that indicates the extent to which a competency and associated with a week's set learning task(s) is/are understood and applied.

Entries may attract a maximum of 4 marks each (*i.e.*, 5 x 4=20 marks). Learning Logs are the product of interaction, reading, and practical activity aimed at ensuring successful completion of the written report. Comments or written feedback are provided as appropriate along with ratings (marks).

#### The levels comprise:

- inadequate (0)
- well below expectations (1 mark)
- below expectations (2 marks)
- Expectations met (3 marks)
- Expectations exceeded (4 marks)

#### Written Report I:

1. **Analysis:** Observation and Interpretation; working definition (10 marks)

2. **Application:** Uses relevant theory, concepts, competencies, and models (10 marks)
3. **Delivery:** Problem or Focus, Structure, Format, and Written Expression Standards (10 marks)

Refer to gradebook for total marks, and Feedback Studio in Moodle for written feedback and marks

### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

### Submission

Online

### Submission Instructions

Use file (.doc, .docx to .pdf) converter available in Moodle (see Assessment block) to finalise and submit the final draft of the written report by close of business (QLD standard time).

### Learning Outcomes Assessed

- demonstrate an understanding of basic concepts, principles and theories of management and how they have evolved
- explain the four basic management functions of planning, organising, leading and controlling and how they should be implemented
- discuss how external environmental factors can impact on managerial and organisational processes and priorities
- identify and explain contemporary management challenges.

### Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

## 2 Managerial Capability Learning Log II (20%) and Written Report II (30%)

### Assessment Type

Written Assessment

### Task Description

**AIM:** Demonstrate the usefulness of the Competing Values Framework and the need for Managerial Leadership

Assessment 2 comprises two tasks:

- (i) Learning Log II (20%) which represents weekly progress with module learning outcomes and preparation for the written report.
- (ii) Written report II (30%)

Develop and submit a concise report (1200 words) that demonstrates the usefulness of the Competing Values Framework for managers who also must function as leaders (managerial leadership) developed during modules 3 and 4 of the unit. Pay particular attention to the instructions provided in the assessment block in Moodle, and start work on the report from week 7. Your understanding about management and the need for authentic leadership involves appreciation of the underlying tensions, countervailing issues, and paradoxes associated with organising and functioning within today's organisations.

Assessment 2 is not about how management sets about fulfilling roles. Rather your line of reasoning must be about being effective in the face of uncertainty, disruption and competing interests or demands. To ensure you cover the necessary theoretical ground refer to one or two areas of application (see the list in Moodle). Be prepared to include an advance on your working definition of management (established in assessment 1). Alternatively, you must argue the benefit of an authoritative definition of management from the literature to make your point about the merits or otherwise of the Competing Values Framework.

**RESOURCES:** To successfully complete the assessment

1. Make use of the lectures (modules 3 and 4)
2. Engage with the weekly seminars
3. Complete the weekly Learning Log entries
4. Use the textbook and readings as principal sources
5. Apply the American Psychological Association (APA) abridged guide for layout of references
6. Refer to the assessment block (Moodle) for further instructions on report structure and standards

**Assessment Due Date**

Week 12 Thursday (8 Feb 2018) 5:00 pm AEST

Submission date and time align with Australian business conventions.

**Return Date to Students**

Review/Exam Week Friday (16 Feb 2018)

See Moodle gradebook for Learning Log. Feedback and grades for Report released, per University Assessment Policy, following certification of final unit grade.

**Weighting**

50%

**Assessment Criteria**

**Learning Log II:** Each weekly entry (5 in all) is rated according to a 5 point rubric that indicates the extent to which a competency and associated with a week's set learning task(s) is/are understood and applied.

Entries may attract a maximum of 4 marks each (i.e., 5 x 4=20 marks). Learning Logs are the product of interaction, reading, and practical activity aimed at ensuring successful completion of the written report. Comments or written feedback are provided as appropriate along with ratings (marks).

**The levels comprise:**

- inadequate (0)
- well below expectations (1 mark)
- below expectations (2 marks)
- Expectations met (3 marks)
- Expectations exceeded (4 marks)

**Written Report II:**

**Analysis:** Interpretation and Assessment of Competing Values Framework for Managerial Leadership (10 marks)

**Application:** Uses relevant theory, concepts, competencies, and models (10 marks)

**Delivery:** Problem or Focus, Structure, Format, and Written Expression Standards (10 marks)

Refer to gradebook for total marks, and Feedback Studio in Moodle for written feedback and marks

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online

**Submission Instructions**

Submit in Portable Document Format (.pdf) by close of business (QLD summer time). File converter available in Moodle (see Assessment block)

**Learning Outcomes Assessed**

- demonstrate an understanding of basic concepts, principles and theories of management and how they have evolved
- explain the four basic management functions of planning, organising, leading and controlling and how they should be implemented
- discuss how external environmental factors can impact on managerial and organisational processes and priorities
- identify and explain contemporary management challenges.

**Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



#### Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



#### Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



#### Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem