



Unit Guide

MGC1010

Introduction to management

Semester 1, 2017

Handbook link:

<http://www.monash.edu.au/pubs/2017handbooks/units/index-byfaculty-bus.html>

The information contained in this unit guide is correct at time of publication. The University has the right to change any of the elements contained in this document at any time.

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Unit handbook information

Synopsis

This unit offers a critical introduction to fundamental questions in the discipline of management. What is management? What do managers do, and how do I become a good manager? What are the effects of management practice on employees and their experience of being managed? Key contemporary issues of globalisation and cultural diversity, ethics and social responsibility affect the answers to these questions and are therefore woven throughout the curriculum. The unit draws upon a range of sources - academic, practical, popular cultural - to engage students in multiple ways of knowing about management.

Mode of delivery

Clayton (Day)

Workload requirements

Minimum total expected workload to achieve the learning outcomes for this unit is 144 hours per semester typically comprising a mixture of scheduled learning activities and independent study. Independent study may include associated readings, assessment and preparation for scheduled activities. The unit requires on average three/four hours of scheduled activities per week. Scheduled activities may include a combination of teacher directed learning, peer directed learning and online engagement.

Additional workload requirements

This is a six credit point unit with three hours class contact per week over 12 teaching weeks. Students enrolled in Coursework programs in the Faculty of Business and Economics are required to attend a minimum of 80% of the scheduled class sessions for each unit.

Unit relationships

Prerequisites

None

Prohibitions

MGB1010, MGF1010, MGG1010, MGP1010, MGW1010

Co-requisites

None

Chief Examiner

Name: Dr Mulyadi Robin
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Unit Coordinator(s)

Name: Dr Mulyadi Robin
Campus: Clayton and Caulfield
Email: mulyadi.robin@monash.edu
Phone: +61 3 990 32635
Contact hours: Email for appointment

Academic overview

Learning outcomes

The learning goals associated with this unit are to:

1. demonstrate a contextual appreciation of management as an evolving set of contested ideas for how managers may influence people, organisations, and their environments to achieve organisational goals
2. identify what managers do in practice, and analyse how the various activities that comprise managing both shape and are shaped by individual and group behaviour and diversity in organisational settings
3. critically evaluate the impact of contemporary management practices on employee experiences of being managed
4. explain the concepts of stakeholder interests, ethics and responsible management and assess their implications for individuals and organisations in a global context
5. apply research, analytical and communication skills required of the management discipline to address business challenges.

Teaching approach

Lecture and tutorials or problem classes

This teaching and learning approach provides facilitated learning, practical exploration and peer learning.

Unit schedule

Students should note that the program outlined below is a guide to the material to be covered in this unit and not a definitive statement of when that material will be covered. Specific details relating to the timing will be discussed in class.

Week	Activities	Assessment
1	Mana-what? <i>Management in context</i>	
2	Blast from the past! <i>Theories of management</i>	
3	Navigating through the waters. <i>Managing in and beyond corporations</i>	• Poll and Quiz (Moodle)
4	Authority and influence: <i>Power in Management</i>	• Poll and Quiz (Moodle)
5	So...what do they do again? <i>Planning, Leading, Organising, and Controlling</i>	• Poll and Quiz (Moodle) • Annotated bibliographies due on Monday, 27th March 2017; 5pm AEST
6	Decisions, decisions, decisions. <i>Managing information, and decision making</i>	• Poll and Quiz (Moodle)
7	Ensuring nobody's left behind: <i>Managing for social inclusion</i>	• Poll and Quiz (Moodle)
8	The carrot or the stick? <i>Motivating staff</i>	• Poll and Quiz (Moodle) • Essay due on Friday, 28th April 2017; 5pm AEST

9	Through the looking glass: <i>Critical perspectives of management and organisations</i>	• Poll and Quiz (Moodle)
10	Live to work, or work to live? <i>Changing concepts of careers</i>	• Poll and Quiz (Moodle)
11	Should managers care? <i>Employee well-being</i>	• Poll and Quiz (Moodle)
12	Standing up. <i>Employee voice and rights</i>	• Poll and Quiz (Moodle)

Assessment summary

Within semester assessment: 50% + Examination: 50%

Assessment task	Value	Due date
Annotated bibliographies	15%	27th March 2017 - 5pm (Monday, Week 5)
Argumentative Essay: Is there room for management in the 21st century?	25%	28th April 2017, 5pm. (Friday, Week 8)
Online poll and quiz participation	10%	Week 3 to Week 12
Examination 1	50%	To be advised

A student's final mark is normally the sum of the marks obtained in all of the individual assessment items in the unit.

Second marking

Where an assessment task is given a fail grade by an examiner, that piece of work will be marked again by a second examiner who will independently evaluate the work, and consult with the first marker. No student will be awarded a fail grade for an assessment task or unit without a second examiner confirming the result.

Note: Exceptions to this are individual pieces of assessment contributing 10% or less of the final mark, unless the total of such pieces exceeds 30% of the final mark.

Return of final marks

Faculty policy states that 'the final mark that a student receives for a unit will be determined by the Board of Examiners taking into account all aspects of assessment'.

The final mark for this unit will be released by the Board of Examiners on the date nominated in the Faculty Calendar. Student results will be accessible through the my.monash portal.

Exam viewing

Feedback on student performance in examinations and other end-of-semester assessment is required. The feedback should be in accordance with the University's procedures on Unit Assessment. Details of the examination script viewing arrangements set down by the Faculty of Business and Economics are available at <http://www.buseco.monash.edu.au/esg/agu/policies/feedback-exam-performance.html>

Assessment criteria

Full details relating to the assessment requirements for this unit are available on Moodle and will be discussed in class on Day One.

Assessment Criteria Grading Descriptors available at:
<http://www.policy.monash.edu/policy-bank/academic/education/assessment/>

Assessment requirements

Hurdle requirements

There is a hurdle requirement in this unit.

The learning outcomes in this unit require students to demonstrate in the individual summative assessment task a comprehensive understanding of the topics covered in the unit. This is demonstrated by the requirement that the student must attain a mark of at least **50%** in the final summative assessment task.

A student's final mark is normally the sum of the marks obtained in all of the individual assessment items in the unit. **Where a student fails the unit solely because of failure to satisfy the hurdle requirement a mark of 48 will be returned for the unit.**

Participation

Students are expected to attend and participate in all tutorials and lectures.

Assessment tasks

Assessment task title: Annotated bibliographies

Due Date: 27th March 2017 - 5pm (Monday, Week 5)

Weighting/Value: 15%

Details of Task: You will be provided with full details in the Week 2 lecture.

This task requires you to search for and review **three** peer-reviewed academic articles that you will use to answer the essay, and **these readings should not be from the reading list provided**.

The aim of this task is to familiarise you with the management academic literature and process of developing annotated bibliographies in preparation for writing an academic essay (assessment task 2).

The assignment should be submitted electronically through the Moodle site.

There is no provision in this unit for resubmission of assessment tasks.

Release date: Not applicable

Word limit: 1000 words (excluding reference list)

Presentation requirements: The assessment rubric and feedback sheet is available via Moodle.

Note: all assessments will be marked with a grade only.

Please carefully compare your work against the assessment criteria and complete the following checklist for the presentation of Assessment Task 1:

- Word limit requirements must be met (acceptable limits are 10% under or over)
- Use of APA referencing style throughout annotated bibliographies and reference list
- No sub-headings or report format
- **Use Times New Roman or Arial 12-point font**
- Use double-spacing

All submissions **must include a completed cover sheet**. The coversheet is accessible at <http://www.buseco.monash.edu.au/student/forms/>. Please keep a copy of tasks completed for your records.

- Unless you have made prior arrangements with your lecturer, **only** the following file formats will be accepted: **Microsoft Word Document (.doc/ .docx)**
- It is essential you adhere to the following format for the naming of the file you wish to submit:
 - it must contain your **FULL NAME**; and
 - there must be no space in the filename. (i.e. johndoe_annotatedbib.docx)
- You will receive a confirmation message within Moodle once you have successfully submitted your assignment within the electronic dropbox.
- Comments and grading of your assessment will be communicated to you either by Moodle, email, or post.

Failure to follow these guidelines will result in marks being deducted (refer to assessment rubric and feedback sheet)

Estimated return date: 10th April 2017

Hurdle requirements: Not applicable

Criteria for marking: The faculty marking rubric is available at: <http://www.intranet.monash.edu.au/business/esg/agu/policies/faculty-assessment-policy>

Learning objectives assessed: 1, 3, and 5

Submission details: The assignment should be submitted electronically through the Moodle site.

Online Submission: Electronic Submission has been approved for this unit, use only the Moodle assignment submit tool. Do not submit files attached to email. Access Moodle in the Home tab by clicking on **Moodle**, when you log in to my.monash portal using your Authcate and password. Select the unit for which you wish to submit work.

Instructions for submitting an assignment electronically using Moodle are found at <http://www.vle.monash.edu/supporttraining/learnbytech/moodle/students/submitting-an-assignment.html>

Penalties for late lodgement: The penalty for late lodgement is **10% per day**, including weekends. Applications for an extension of time allocated to an in-semester assessment task must be made by completing the application form found via this link:

<http://www.monash.edu/exams/changes/special-consideration>

It is suggested that you plan on submitting the assessment task before the due date to cover any unexpected delays you may encounter in finalising and completing the assessment. Excuses such as those relating to computer breakdowns are not acceptable. Students are advised to save to your hard drive as you work through your assessments and to keep a soft copy on USB/CD, etc. for safekeeping.

Requests for extensions can only be made to the Unit Chief Examiner, Dr Mulyadi Robin (mulyadi.robin@monash.edu)

Assessment coversheet: The cover sheet is accessible at <http://www.buseco.monash.edu.au/student/forms/>. Please keep a copy of tasks completed for your records.

Additional information: Assessments will be marked with a grade only.

Assessment task title: Argumentative Essay: Is there room for management in the 21st century?

Due Date: 28th April 2017, 5pm. (Friday, Week 8)

Weighting/Value: 25%

Details of Task: Alvesson and Willmots (2012, p.13) argue that "managers form a heterogeneous group whose members work across a variety of sectors ... and in diverse organizations where they undertake a wide variety of tasks. They occupy different specialisms (e.g. marketing) and work at different levels in organizational hierarchies. They manage in uncertain conditions and are in possession of imperfect information; and they are under pressure to be responsive to a plurality of demands."

However, demographic shifts, technological advancements, as well as societal changes have led to a state of flux experienced in the contemporary world of work. Paradoxically, the majority of our understanding of management is driven by a potentially outdated and relatively static set of theories.

Thinking about **the changing nature of the workplace, is management still relevant today?**

- In your response, identify and explain two elements that have drastically changed the way we work today (in the last 5-10 years), and their impact on both managers and employees.

- You should take a position on the relevance of management (relevant, or not relevant), and the majority of your work (60-70%) should be spent defending this position. You should also provide some consideration to the opposing position.
- As this is an academic essay, you must refer to at least eight academic sources to provide a detailed argument and analysis:
 - a maximum of one textbook on management;
 - a minimum of six peer reviewed academic journal articles;
 - one or two newspaper or magazine or online articles to provide background information.

The assessment rubric and feedback sheet is available via Moodle. Note: assessments will be marked with a grade only.

You will also be required to submit your assignment through Turnitin. Turnitin re-submission (the second or subsequent time you submit) may take up to 24 hours to display results. Please ensure that you pay attention to this deadline, and submit prior to the deadline to avoid losing unnecessary marks.

There is no provision in this unit for resubmission of assessment tasks.

Release date: Not Applicable

Word limit: 2500 words

Presentation requirements: Please carefully compare your work against the assessment criteria and complete the following checklist for the presentation of Assessment Task 2:

- Word limit requirements must be met (acceptable limits are 10% under or over)
- Use APA reference style throughout essay and reference list
- **No subheadings or report format**
- Use Times New Roman or Arial 12-point font
- Use double-spacing

All submissions **must include a completed cover sheet**. The coversheet is accessible at <http://www.buseco.monash.edu.au/student/forms/>. Please keep a copy of tasks completed for your records.

- Unless you have made prior arrangements with your lecturer, **only** the following file formats will be accepted: **Microsoft Word Document (.doc/ .docx)**
- It is essential you adhere to the following format for the naming of the file you wish to submit:
 - it must contain your **FULL NAME**; and
 - there must be no space in the filename. (i.e. janedoe_essay.docx)
 - You will receive a confirmation message within Moodle once you have successfully submitted your assignment within the electronic dropbox.
- Comments and grading of your assessment will be communicated to you either by Moodle, email, or post.

Failure to follow these instructions and guidelines will result in marks being deducted (refer to assessment rubric and feedback sheet).

Estimated return date: 19th May 2017

Hurdle requirements: Not applicable

Criteria for marking: The faculty marking rubric is available at:

<http://www.intranet.monash/business/esg/agu/policies/faculty-assessment-policy>

Learning objectives assessed: 1, 2, 3, 4, & 5

Submission details: The assignment should be submitted electronically through the Moodle site.

Online Submission: Electronic submission has been approved for this unit; use only the Moodle assignment submit tool. Do not submit files attached to email. Access Moodle in the Home tab by clicking on **Moodle**, when you log in to my.monash portal using your Authcate and password. Select the unit for which you wish to submit work.

Instructions for submitting an assignment electronically using Moodle are found at <http://www.vle.monash.edu/supporttraining/learnbytech/moodle/students/submitting-an-assignment.html>

Penalties for late lodgement: The penalty for late lodgement is **10% per day**, including weekends. Applications for an extension of time allocated to an in-semester assessment task must be made by completing the application form found via this link:

<http://www.monash.edu/exams/changes/special-consideration>

It is suggested that you plan on submitting the assessment task before the due date to cover any unexpected delays you may encounter in finalising and completing the assessment. Excuses such as those relating to computer breakdowns are not acceptable. Students are advised to save to your hard drive as you work through your assessments and to keep a soft copy on USB/CD, etc. for safekeeping.

Requests for extensions can only be made to the Unit Chief Examiner, Dr Mulyadi Robin (mulyadi.rob@monash.edu)

Assessment coversheet: The assessment coversheet is available at <http://www.buseco.monash.edu.au/student/forms/>.

Additional information: Not applicable

Assessment task title: Online poll and quiz participation

Due Date: Week 3 to Week 12

Weighting/Value: 10%

Details of Task: The online poll and quiz is accessible through Moodle, and are due each week from weeks 3 to 12.

- Each poll and quiz is worth 1%, and should not take you longer than 5-10 minutes to complete.
- You are graded on your participation in these polls and quizzes.
- You will be able to access the poll and quiz on the Wednesday (12 noon) of the week prior to the due date, and you have to complete it by Saturday night.
- The poll and quiz will close on Saturday 11.59pm of the week prior (i.e. you can access week 3's poll and quiz between Wednesday and Saturday of week 2).
- You cannot retrospectively do the poll and quiz. **A late submission will yield a mark of zero.**

Release date: Not applicable

Word limit: Not applicable

Presentation requirements: Not applicable.

Estimated return date: Week 12

Hurdle requirements: Not applicable

Criteria for marking: The faculty marking rubric is available at:

<http://www.intranet.monash/business/esg/agu/policies/faculty-assessment-policy>

Learning objectives assessed: 3, 4 and 5.

Submission details: The poll and quiz is accessible through Moodle.

- You will be able to access the poll and quiz on the Wednesday (12 noon) of the week prior to the due date, and you have to complete it by Saturday night.
- The poll and quiz will close on Saturday 11.59pm of the week prior (i.e. you can access week 3's poll and quiz between Wednesday and Saturday of week 2).
- You cannot retrospectively do the poll and quiz. **A late submission will yield a mark of zero.**

Penalties for late lodgement: Applications for later completion of this assessment task must be made directly to Dr Mulyadi Robin, and not your tutor.

- You cannot retrospectively do the poll and quiz. **A late submission will yield a mark of zero.**

For information regarding extensions of time, please refer to <http://www.monash.edu/exams/changes/special-consideration>

Assessment coversheet: Not applicable

Additional information: Not applicable

Examination(s)

Title: Examination 1

Weighting: 50%

Length: 2 hours

Type (open/closed book): Closed book

Hurdle requirements (where applicable): There is a hurdle requirement in this unit.

The learning outcomes in this unit require students to demonstrate in the individual summative assessment task a comprehensive understanding of the topics covered in the unit. This is demonstrated by the requirement that the student must attain a mark of at least **50%** in the final summative assessment task.

A student's final mark is normally the sum of the marks obtained in all of the individual assessment items in the unit. Where a student fails the unit solely because of failure to satisfy the hurdle

requirement, a mark of 48 will be returned for the unit.

Electronic devices allowed in the exam: None

Exam details: Information will be provided during lectures closer to the end of semester.

Your exam timetable will be released in WES. It is your responsibility to check the schedule and make sure you attend the exam venue at the appropriate date and time.

Returning assignments

All assignments will be returned to students in tutorials or electronically.

Resubmission of assignments

There is no provision in this unit for resubmission of assessment tasks.

Referencing requirements

To build your skills in citing and referencing, and using different referencing styles, see the online tutorial Academic Integrity: Demystifying Citing and Referencing at <http://www.lib.monash.edu/tutorials/citing/>

Assessment tasks 1 and 2 require APA referencing style. Referencing requirements are detailed in the Q-manual at:

<http://www.buseco.monash.edu.au/qmanual/qmanual.pdf>

Please ensure you follow referencing requirements as penalties will be applied for not following instructions.

Assignment submission

Online Submission:

If Electronic Submission has been approved for your unit, please submit your work via the Moodle site or other; as directed by your tutor for this unit.

Please keep a copy of tasks completed for your records.

All assignments in this unit are to be submitted online via the Moodle site. Please refer to each assessment task for submission requirements.

Feedback

Our feedback to you

Types of feedback you can expect to receive in this unit are:

- Formal individual feedback on assignments expressed as a letter grade
- Answers to ask questions relating to the discipline or the unit's work
- Advice about seeking additional help to develop your writing or research skills
- Informal feedback relating to class activities

Your feedback to us

One of the formal ways students have to provide feedback on teaching and their learning experience is through the Student Evaluation of Teaching and Units (SETU) survey. The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied with and areas for improvement.

Previous student evaluations of this unit

In response to previous SETU results of this unit, the following changes have been made:

Student feedback has highlighted that tutorials and the structured approach to academic essay writing and the development of critical thinking are particular strengths in this unit.

Student feedback has informed improvements to this unit, including a review of the approaches to lectures and tutorials and alterations in the assessment and tutorial topics.

In response to student feedback, we have also dispensed with the use of a single introductory textbook, and have revamped the unit architecture.

If you wish to view how previous students rated this unit, please go to <https://emuapps.monash.edu.au/unitevaluations/index.jsp>

Learning resources

Monash Library Unit Reading List (if applicable to the unit):
<http://readinglists.lib.monash.edu/index.html>

Required resources

Students generally must be able to complete the requirements of their course without the imposition of fees that are additional to the student contribution amount or tuition fees. However, students may be charged certain incidental fees or be expected to make certain purchases to support their study. For more information about this, refer to the Higher Education Administrative Information for Providers, Chapter 18, Incidental Fees at <http://education.gov.au/help-resources-providers>

There is NO PRESCRIBED TEXT for this unit.

You will need to maintain access to Moodle and the Library site to obtain all of your readings.

Technological requirements

Virtual learning environment (VLE): Moodle

Material used in class together with other information of importance to you will be published online via the unit's Moodle site. In order to access information about this unit in Moodle you must be enrolled in the unit and have a valid student account with authentic username and password. Moodle can be accessed through my.monash portal by clicking on the Moodle link under "Online systems". If you need some help with Moodle then check out the Moodle Support for Students page.

Q Manual

Work submitted for assessment must be consistent with the guidelines set down in the Q Manual, which is the faculty's student guide for producing quality work on time. Copies of this manual can be purchased at the bookshop or accessed online at <http://business.monash.edu/students/study-resources/related/components/qmanual.pdf>

Other information

Policies

Monash has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University's academic standards, and to provide advice on how they might uphold them. You can find Monash's Education Policies at: <http://www.policy.monash.edu/policy-bank/academic/education/index.html>

Special Consideration

For information on applying for special consideration, please visit: <http://www.monash.edu/exams/changes/special-consideration>

Graduate Attributes Policy

<http://www.policy.monash.edu/policy-bank/academic/education/management/monash-graduate-attributes-policy.html>

Student Charter

www.monash.edu/students/policies/student-charter.html

Student Services

The University provides many different kinds of services to help you gain the most from your studies. Contact your tutor if you need advice and see the range of services available at www.monash.edu/students

You can also access important information from the Faculty of Business and Economics current students page <http://www.buseco.monash.edu.au/student/>

Caulfield and Clayton students wishing to further develop English language skills in a fun group environment can join a Conversational English Program. You can access these programs at <http://www.monash.edu/students/conversational-english/>

Monash University Library

The Monash University Library provides a range of services, resources and programs that enable you to save time and be more effective in your learning and research.

Go to <http://www.monash.edu/library> or the library tab in my.monash portal for more information.

Disability Support Services

Students who have a disability, ongoing medical or mental health condition are welcome to contact Disability Support Services.

Disability Support Services also support students who are carers of a person who is aged and frail or has a disability, medical condition or mental health condition.

Disability Advisers visit all Victorian campuses on a regular basis.

- Website: monash.edu/disability
- Email: disabilitysupportservices@monash.edu

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