



Course Code:	1101IBA
Course Name:	Management Concepts
Semester:	Semester 2, 2014
Program:	Associate Degree in Commerce & Business
	Diploma of Commerce
	Diploma of Hotel Management
Credit Points:	10
Course Coordinator:	Aaron Ruutz
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Teaching Team

Your lecturer/tutor can be contacted via the email system on the portal.	
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Staff Consultation

Your lecturer/tutor is available each week for consultation outside of normal class times. Times that your lecturer/tutor will be available for consultation will be given in the first week of lectures. A list of times and rooms will be published on the QIBT Portal under the "myTimetable" link.

Prerequisites

There are no prerequisites for this course

Brief Course Description

Management Concepts is a 10 Credit Point course within the Associate Degree in Commerce & Business Diploma of Commerce and the Diploma of Hotel Management. The course is situated within the first semester of each of these programs. The Associate Degree in Commerce & Business, Diplomas of Commerce and Hotel Management are designed to provide students with a pathway to:

- * further university studies in Commerce, Business and related degrees or
- * direct employment.

Management Concepts is an introductory course on organisational management. During the course students are introduced to the issues and concerns that relate to the functions of management and examine how theoretical concepts transfer into the practical role of the manager.

Rationale

In the course of their organisational roles, managers' decisions and behaviours have the potential to impact on the effectiveness and efficiency of other organisational staff, other key stakeholders, as well as on overall organisational outcomes. As graduates, students are likely to work in organisations where interaction with managers is required, either as an employee or potentially as a manager themselves. Recognising and understanding the issues and concerns faced by managers can assist students in their organisational and professional roles. As potential future managers, students can enhance their own effectiveness through developing an understanding of factors that impact on individual and organisational effectiveness.

Aims

This course has two distinct but inter-related aims. These are outlined below.

First, the course seeks to ensure that all students have an understanding of broad management concepts and their inter-relationships in a global context. Effective management is essential for the success of all private, not-for-profit and public organisations no matter where in the world they are located. A pre-requisite for effective management is an understanding of the origins of management and its main theoretical perspectives; how to plan and make decisions, organise, lead and control, how to motivate staff, managing change etc in different business environments.

Second, the course aims to instil in students the principles of management research. As graduates of a QIBT business course, employers will expect from you a capacity to apply knowledge of management through the following steps - identify a management issue (either problem, challenge or opportunity) or potential issue and critically evaluate academic research relating to it. In this course students will be asked to identify and research an issue or potential issue from nominated case studies.

Learning Outcomes

After successfully completing this course you should be able to:

- 1 Outline the major origins of management
- 2 Explain the main theoretical perspectives of management
- 3 Identify and explain the main functions of management (eg leading, controlling, planning and organising) in a global environment
- 4 Outline how to manage change in organisations
- 5 Identify, analyse, reflect on and evaluate a management related research issue
- 6 Present research findings in the form of a Report
- 7 Apply management theory to solve management issues presented in a range of international case studies and vignettes
- 8 Demonstrate understanding of the principles of social responsibility and ethical behaviour in global business

Texts and Supporting Materials

Required Reading

Schermerhorn, J. R., Davidson, P., Poole, D., Woods, P., Simon, A. & McBarron, E. (2014). *Management: Foundations and applications*, 2nd Asia-Pacific Edition. Wiley. Milton Qld. Physical text ISBN: 9780730310426.

The text can also be purchased in eText version, for purchase only if you own a suitable tablet (iPad or Android device), or laptop. Details for purchase will be made available via the Course portal site and in the Week 1 Lecture.

Schermerhorn et al. (2014) forms the reference basis for the course. This text contains the essential content relevant to the course. Lectures and assessments are based on the content of this text, and tutorial and workshop activities may use case applications and other exercises contained within it.

Purchase of the text provides you with access to a range of on-line resources to assist you with your learning.

Additional Resource

1101BA Management Concepts Work Book Exercises and Management Case activity (QIBT), Version 20, June, 2014.

The Management Concepts Work Book contains a range of weekly exercises and activities that link to the course content addressed in each week and contribute to your learning. You will be required to complete these activities and your efforts will contribute to your assessment outcomes.

Selected Management Related Journals

- * California Management Review
- * Journal of General Management
- * Management International Review
- * Academy of Management Perspectives

Organisation and Teaching Strategies

The course material may be covered through the use of lectures, texts, videos, practical exercises, self-directed and peer assisted learning. Course delivery involves four (4) formal contact hours per week incorporating the following components as suited to each weekly topic: Lectures typically occupy two hours; Tutorials and Workshop activities fill the remaining two hours. You are also provided with lecturer/tutor contact through consultation times.

In *Lectures* you will be introduced to the essential areas of the course content through an active flipped learning model. You will receive information about, and explanations of, the principal topics, theories and models that are relevant to achieving the learning objectives of the course. You will also participate in discussions and activities relating to management cases designed to draw on your knowledge and experiences with management practice. Lectures are your opportunity to gain knowledge of important course content. Thus, you will be encouraged to be an active listener and to interact with your lecturer by asking questions and contributing your ideas.

Prepare for your Lectures by printing and reading the Lecture Notes before class.

Tutorials are intended to enhance your understanding of course content. While your lecturer/tutor will have prepared tutorial activities to assist you with your learning, tutorials are also an opportunity for you to raise any questions or concerns you may have with understanding course material. The content of tutorials and workshops will generally relate to the topic areas presented to you in the previous weeks lecture.

You are required to prepare each week for Tutorials through completing the relevant sections of your assessed Work Book. It is important that you complete such tasks so that the Tutorial sessions can maximise the use of the available time to enhance your learning.

Workshops present you with the opportunity to develop a range of skills that will support learning objectives and foster certain generic skills that are helpful to completing your assessment and your professional development. You may undertake exercises that develop your academic skills in areas such as case and issue analysis, research, critical thinking, or promote your confidence in individual and interpersonal activities through participation in writing activities, group work and presentations.

The course uses a range of *web-based resources* that you need to access. Lecture notes and podcasts are available on the QIBT portal for each week of semester and you are advised to retrieve these for use at lectures and for guidance in your study program. Links are provided to other resources, including the Wiley text resources, that may help you in your learning activities. You should access the QIBT portal regularly to stay up to date with course information.

You can also access additional study and learning aids via the web site of the textbook publisher. This resource is a useful supplement to the more traditional contact delivery methods discussed above.

Class Contact Summary

Attendance

You will greatly advance your chances of success in the course by fully using the contact time you have available with your lecturers and tutors. The contact time provided in

lectures, tutorials, workshops and consultation is for *your* benefit; it is your opportunity to have any questions about course content or requirements clarified.

Participation in Class

You are expected to actively participate in classes each week.

Consultant Times

Attendance during consultation times is optional but you are encouraged to use this extra help to improve your learning outcomes.

Course Materials

Lecture notes will be made available to you on the Learning@QIBT site on the student portal and you are advised to print these out and bring them to each class so that extra notes can be added.

Independent Learning

You are expected to reinforce your learning gained during contact time by undertaking sufficient *independent study*. For this 10 CP course, you will need to spend at least 10 hours per week engaged in activities that will help your learning and fulfil the course objectives. Thus, provided you have well used the 4 hours per week of formal contact, you would then complete at least 6 hours per week of independent study.

Program Progression

You are reminded that satisfactory Program Progression requires that attendance in classes is maintained at equal to or greater than 80%, and that GPA is maintained at equal to or greater than 3.5 [please see QIBT Policy Library - Program Progression Policy - for more information].

Content Schedule

Lectures and supporting tutorial and workshop sessions are designed to progressively build your understanding of organisations and the concerns of management in that environment. Early lectures and tutorials serve to establish the foundations: from them you will become familiar with fundamental concepts and principles and learn to distinguish the academic role. As you proceed through the semester, you should increasingly see the interdependency of topics discussed and begin to integrate concepts into both theoretical and practical spheres.

Weekly Teaching Schedule

Week	Topic	Activity	Readings
1	Course introduction, organisations and management – The contemporary workplace	Lecture	Text Ch 1
	Introduction to the course and assessment	Workshop	
2	Historical foundations - Management approaches	Lecture	Text Ch 2
	Course introduction, organisations and management – The contemporary workplace; WB exercises	Tutorial	Text Ch 1
	Case work: Issue identification	Workshop	WB Exercises Week 1
3	Environment and diversity	Lecture	Text Ch 3
	Management approaches and historical foundations; WB exercises	Tutorial	Text Ch 2
	Case work: Issue identification/ Using journal articles	Workshop	WB Exercises Week 2
4	International dimensions of management	Lecture	Text Ch 4
	Environment and diversity; WB exercises	Tutorial	Text Ch 3
	Case work: Using journal articles	Workshop	WB Exercises Week 3
5	Leading	Lecture	Text Ch 12
	Managing in a global context; WB exercises/Using journal articles	Tutorial	Text Ch 4
	Case work: Case discussion	Workshop	WB Exercises Week 4
6	Controlling	Lecture	Text Ch 10
	Leading; WB exercises/Using journal articles	Tutorial	Text Ch 12
	Case work: Case discussion	Workshop	WB Exercises Week 5
7	Planning and strategic management	Lecture	Text Ch 7 & 8
	Controlling; WB exercises	Tutorial	Text Ch 10
	Case work: Case discussion	Workshop	WB Exercises Week 6
8	Organising	Lecture	Text Ch 9
	Planning and strategy; WB exercises/Using journal articles	Tutorial	Text Ch 7 & 8
	Case work: Case discussion	Workshop	WB Exercises Week 7
9	Leading and managing change	Lecture	Text Ch 15
	Organising; WB exercises/LRR: Review of final requirements	Tutorial	Text Ch 9
	Case work: Case discussion	Workshop	WB Exercises Week 8
10	Ethical behaviour and social responsibility	Lecture	Text Ch 5
	LRR: supplementary exercise	Tutorial	Text Ch 15
	Managing Change; WB exercises	Workshop	WB Exercises Week 9

11	Motivation and rewards	Lecture	Text Ch 14
	Ethical behaviour and social responsibility; WB exercises	Tutorial	Text Ch 5
	WB Exercises/ LRR: Reflection	Workshop	WB Exercises Week 10
12	Human resource management	Lecture	Text Ch 11
	Motivation and rewards: WB exercises	Tutorial	Text Ch 14
	WB Exercises	Workshop	WB Exercises Week 11
13	Revision Lecture	Lecture	
	Human resource management; WB exercises review	Tutorial	Text Ch 11

Assessment

This section sets out the assessment requirements for this course.

Summary of Assessment

Item	Assessment Task	Weighting	Relevant Learning Outcomes	Due Date
1	Case Report 1 (CR1)	5%	1,2,3,5,6,7	4
2	Case Report 2 (CR2)	15%	1,2,5,6,7	7
3	Workbook (WB)	10%	1,2,3,4,5,6,7,8	10
4	Case Report 3 (CR3)	30%	1,2,3,5,6,7	11
5	Final Examination	40%	1,2,3,4,5,7,8	14

Assessment Details

Case Report 1 (CR1) (5% of course) requires you to identify and discuss a management issue in a selected case scenario. General instructions for completing the report will be provided on the Management Concepts course text/website. You are required to use the course text and assigned journal article to support your discussion. The Marking Rubrics criteria on which marking will be applied to your Case Report 1 will be provided to you on the QIBT course website. Students are to submit Case Report 1 to Turnitin. Case Report 1's allocated marks and feedback will be provided through Turnitin. This assessment item will be useful in developing your issue identification and written communication skills as required for your further Case Reports. Details of the assessment topic and other expectations will be provided on the portal and discussed in tutorials.

Case Report 2 (CR2) (15% of course) requires you to identify and discuss a management issue in a selected case scenario. General instructions for completing the report will be provided on the Management Concepts course text/website. You are required to use the course text and journal articles to support your discussion. The Marking Rubric criteria on which marking will be applied to your Case Report 2 will be provided to you on the QIBT course website. Students are to submit Case Report 2 to Turnitin. Case Report 2's allocated marks and feedback will be provided through Turnitin. This assessment item will be useful in developing your issue identification, research, critical discussion and written communication skills as required for further Case Reports. Details of the assessment topic and other expectations will be provided on the portal and discussed in tutorials.

The *Work Book (WB) (10% of course)* requires completion of a range of activities which relate directly to course content. These activities require you to investigate relevant content, but will also require demonstration of your understanding of important concepts and their relationships. Some of the activities require responses to a series of case scenarios. You must complete the specified weekly activities by the start of the following tutorial to earn marks for the WB assessment component.

The activities for each week include a) activities that assess your understanding of the management concepts presented in the previous weeks lecture, structured around the supporting theories and models of management; b) a series of management journal articles that will require reading and interpretation, building your deeper knowledge of management; and c) a series of cases which are intended to develop your skill in case and issue identification and analysis and help you towards completing the Case Reports.

The *Case Report 3 (CR3) (30% of course)* requires you to write a 1500 word academic report based on a management issue related to a specific management topic that you identify in a selected case scenario. General instructions for completing the report will be provided on the Management Concepts course text/website. There are a number of issues/potential issues within the case scenario, but a good manager is always looking for ways to improve even a good business. You will be asked to identify an issue OR potential issue, explain why it is a management issue worthy of further research, present an argument that will guide your analysis of the issue, and present a feasible solution in the form of a recommendation/s that could be adopted. To manage the Case Report 3 (CR3) effectively, select only ONE Management issue to research. Part of the submission of the Case Report 3 (CR3) involves completing a supplement on the due date for submission. The Case Report 3 (CR3) supplement will be completed in the tutorial on the due date and will require you to complete an exercise related to your report.

In writing your Case Report 3 (CR3), there is NO need for detailed research about the particular organisation in the case study. What we want you to focus on is research on the ISSUE you identify. It may be one of planning, strategy, organising, leadership, or controlling. While you are free to choose and research on any topic in these areas, you WILL need to briefly explain why you picked the research issue you did.

For your report you will be expected to clearly link your discussion to relevant academic sources which will include a combination of chosen journal articles and your textbook.

You will be required to use five (5) academic sources for this assessment. Failure to do this will result in you not getting more than a pass for this assessment.

The Marking Rubric criteria on which marking will be applied to your Case Report 3 will be provided to you on the QIBT course website. Students are to submit Case Report 3 to Turnitin. Case Report 3's allocated marks and feedback will be provided through Turnitin.

The Final Examination (FE) (40% of course) may require the completion of a section of multiple choice questions, and a section of case-based short answer questions.

Information of the examination structure will be provided in the second half of the semester.

Students who achieve a final course mark of 47.5 to 49.4% and who have otherwise completed all other requirements of the course MAY be offered the opportunity to sit a Supplementary assessment. Students must adhere to the QIBT timetable for Supplementary and Deferred assessments. Please refer to the Assessment Policy for more details on Supplementary Assessments.

Submission and Return of Assessment Items

Normally you will be able to collect your assignments in class within fourteen [14] days of the due date for submission of the assignment.

Retention of Originals

You must be able to produce a copy of all work submitted if so requested. Copies should be retained until after the release of final results for the course.

Extensions

To apply for an extension of time for an assessment item you must submit a written request to your lecturer via the Student Website at least 48 hours before the date the assessment item is due. Grounds for extensions are usually: serious illness, accident, disability, bereavement or other compassionate circumstances and must be able to be substantiated with relevant documentation [e.g. medical certificate]. Please refer to the QIBT website - Policy Library - for guidelines regarding extensions and deferred assessment.

Penalties for late submission without an approved extension

Penalties apply to assignments that are submitted after the due date without an approved extension. Assessment submitted after the due date will be penalised 10% of the TOTAL marks available for assessment (not the mark awarded) for each day the assessment is late. Assessment submitted more than five days late will be awarded a mark of zero (0) For example:

- > 5 minutes and <= 24 hours 10%
- > 24 hours and <= 48 hours 20%
- > 48 hours and <= 72 hours 30%
- > 72 hours and <= 96 hours 40%
- > 96 hours and <= 120 hours 50%
- > 120 hours 100%

Note:

- Two day weekends will count as one day in the calculation of a penalty for late submission.
- When a public holiday falls immediately before or after a weekend, the three days will count as one day in the calculation of a penalty for late submission.
- When two public holidays (e.g. Easter), fall immediately before or after, or one day either side of a weekend, the four days will count as two days in calculating the penalty for late submission.
- When a single public holiday falls mid-week, the day will not be counted towards the calculation of a penalty.

Please refer to the QIBT website - Policy Library > Assessment Policy for guidelines and penalties for late submission.

Assessment Feedback

Marks awarded for assessment items will also be available on the on-line grades system on the Student Website within fourteen (14) days of the due date.

Generic Skills

QIBT aims to develop graduates who have an open and critical approach to learning and a capacity for lifelong learning. Through engagement in their studies, students are provided with opportunities to begin the development of these and other generic skills.

Studies in this course will give you opportunities to begin to develop the following skills:

Generic Skills	Taught	Practised	Assessed
Written Communication	Yes	Yes	Yes
Oral Communication		Yes	
Information Literacy	Yes	Yes	Yes
Secondary Research	Yes	Yes	Yes
Critical and Innovative Thinking	Yes	Yes	Yes
Academic Integrity		Yes	Yes
Self Directed Learning		Yes	
Team Work		Yes	
Cultural Intelligence		Yes	
English Language Proficiency	Yes	Yes	

Additional Course Generic Skills

Additional Course Information

Teacher and Course Evaluations

Students commented that the course resources, assessment items, tutorial activity and teacher's approach were positive in supporting their learning. Students wanted to see the Work Book activities reduced due to work load issues. For the latest semester, the Work Book activities have been reduced to focus on core critical content to lighten the work load, particularly at times when assessment is due.

Your feedback is respected and valued by your lecturers and tutors. You are encouraged to provide your thoughts on the course and teaching, both positive and critical, directly to your lecturer and tutor or by completing course and lecturer evaluations via QIBT's online evaluation tool whenever these are available.

Academic Integrity

QIBT is committed to maintaining high academic standards to protect the value of its qualifications. Academic integrity means acting with the values of honesty, trust, fairness, respect and responsibility in learning, teaching and research. It is important for students, teachers, researchers and all staff to act in an honest way, be responsible for their actions, and show fairness in every part of their work. Academic integrity is important for an individual's and the College's reputation.

All staff and students of the College are responsible for academic integrity. As a student, you are expected to conduct your studies honestly, ethically and in accordance with accepted standards of academic conduct. Any form of academic conduct that is contrary to these standards is considered a breach of academic integrity and is unacceptable.

Some students deliberately breach academic integrity standards with intent to deceive. This conscious, pre-meditated form of cheating is considered to be one of the most serious forms of fraudulent academic behaviour, for which the College has zero tolerance and for which penalties, including exclusion from the College, will be applied.

However, QIBT also recognises many students breach academic integrity standards without intent to deceive. In these cases, students may be required to undertake additional educational activities to remediate their behaviour and may also be provided appropriate advice by academic staff.

As you undertake your studies at QIBT, your lecturers, tutors and academic advisors will provide you with guidance to understand and maintain academic integrity, however, it is also your responsibility to seek out guidance if and when you are unsure about appropriate academic conduct.

Please ensure that you are familiar with the [QIBT Academic Integrity Policy](#); this policy provides an overview of some of the behaviours that are considered breaches of academic integrity, as well as the penalties and processes involved when a breach is identified.

For further information please refer to the Academic Integrity Policy on the QIBT website – Policy Library.

Risk Assessment Statement

There are no out of the ordinary risks associated with this course.

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Note: For all Diploma level programs, QIBT acknowledges content derived from Griffith University.