



The University of Southern Queensland

## Course specification

The current and official versions of the course specifications are available on the web at  
<<http://www.usq.edu.au/coursespecification/current>>.  
Please consult the web for updates that may occur during the year.

### Description: Managing Organisations

Subject	Cat-nbr	Class	Term	Mode	Units	Campus
MGT	2002	78786	2, 2008	ONC	1.00	Toowoomba

<b>Academic group:</b>	FOBUS
<b>Academic org:</b>	FOB004
<b>Student contribution band:</b>	3A
<b>ASCED code:</b>	080307

### STAFFING

Examiner: Gerard Betros  
Moderator: Ray Hingst

### OTHER REQUISITES

Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at  
<<http://www.usq.edu.au/business/aboutfob.htm>>.

### SYNOPSIS

Organisations are central to modern-day society and probably play the key role in delivering the vast range of services and products required by people in their daily lives. Any organisation exists for a purpose and is a deliberate arrangement of human and other resources with the aim of delivering needs-satisfying services and/or products as effectively and efficiently as possible. There are different types/kinds of organisations ranging from public/government institutions such as local authorities and government agencies, to churches, trade unions, banking and financial institutions, to privately and public owned business enterprises. Irrespective of type, any organisation has to be established, developed and maintained to operate as effectively and efficiently as possible amidst an increasingly complex, turbulent and competitive environment characterised by an almost endless list of human needs to be satisfied but with a general scarcity of resources. This course aims to develop an understanding and appreciation of the complex and evolving nature of organisations and their environments, how organisations operate and function, and the challenges related to successfully managing organisations and their resources. This course lays the foundation for a career in management. In this course the student will learn about the nature of organisations, the external environmental dynamics that interplay with organisations, the internal subsystems, structures and processes of organisations and the terrain, role, tasks, functions and required skills of managers. Students are exposed to the challenges related to a career in management in a changing world. A study is made of the evolution of management as field of study and of managerial practices. Students are introduced to the role requirements of modern-day managers and are acquainted with various conceptual, analytical and practical tools and methodologies that are and can be used in managing organisations in complex and ever changing environments. Specific topics include: the shift from the industrial era to the information and knowledge age, the interplay with organisations

and management of trends such as globalisation, the information technology revolution and the new workplace, the challenges of entrepreneurship and small business, managerial decision-making, strategic thinking and planning, work and organisational structuring and design, managerial ethics, social responsibility, managing and leading diverse people, managing the value chain, creativity and the management of innovation and change, and continuous quality and performance improvement and control.

## OBJECTIVES

The course objectives define the student learning outcomes for a course. The assessment item/s that may be used to assess student achievement of an objective is/are shown in parentheses after each objective. On successful completion of this course, students should be able to:

1. explain the general nature of management, how it has evolved as a field of theory and practice and discuss contemporary developments and challenges related to the managing of organisations (Assignment 1, Assignment 2, Examination)
2. discuss and analyse the general role, nature and functioning of organisations, the variety and dynamics related to their internal and external environments and the concomitant challenges related to making sound decisions as managers (Assignment 1, Assignment 2, Examination)
3. describe, apply and analyse various principles and issues in making future and structure related decisions in organisations (Assignment 1, Assignment 2, Examination)
4. explain, apply and debate principles on the theory and practice of mobilising the human resources of an organisation and managing for continuous improvement of organisational performance (Assignment 1, Assignment 2, Examination)
5. summarise and analyse issues relevant to making a career of managing (Assignment 1, Assignment 2, Examination).

## TOPICS

	Description	Weighting (%)
1.	Managing organisations: introductory perspectives	10.00
2.	Towards an understanding of organisations and how they operate	10.00
3.	Organisations and their environments	10.00
4.	Making good decisions: being ethical and socially responsible	10.00
5.	Thinking ahead: making futuristic decisions and crafting plans and strategies	10.00
6.	Creating an infrastructure: organising and structural design	10.00
7.	Mobilising human resources: communication, leadership and teamwork	15.00
8.	Managing to continuously improve the organisation and its performance	15.00
9.	Making a career of managing	10.00

## **TEXT and MATERIALS required to be PURCHASED or ACCESSED**

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at <http://bookshop.usq.edu.au> click 'Semester', then enter your 'Course Code' (no spaces).

Samson, D & Daft, RL 2005, *Management*, Thomson, South Melbourne, Victoria.  
(Pacific Rim 2nd edition)

## **REFERENCE MATERIALS**

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

Bartol, K, Tein, M, Matthews, G, Ritson, P & Scott-Ladd, B 2008, *Management: a Pacific Rim focus*, 5th edn, McGraw-Hill, North Ryde, New South Wales.

Clegg, S, Kornberger, M & Pitsis, T 2005, *Managing and organizations: an introduction to theory and practice*, Sage Publications, London.

Davidson, P, Simon, A, Gottschalk, L, Hunt, J, Wood, G & Griffin, RW 2006, *Management: core concepts and skills*, John Wiley & Sons, Milton, Queensland.  
(Australasian edn)

Limerick, D, Cunningham, B & Crowther, F 2002, *Managing the new organisation: collaboration and sustainability in the postcorporate world*, 2nd edn, Allen & Unwin, Crows Nest, New South Wales.

McKenna, R 1999, *New management*, McGraw-Hill, Sydney, New South Wales.

Quinn, RE, Faerman, SR, Thompson, MP & McGrath, MR 2006, *Becoming a master manager: a competency framework*, 4th edn, John Wiley & Sons, Hoboken, New Jersey.

Robbins, SP, Bergman, R, Stagg, I & Coulter, M 2005, *Management*, 4th edn, Prentice Hall, Frenchs Forest, New South Wales.

Schermerhorn, JR, Campling, J, Poole, D & Wiesner, R 2004, *Management: an Asia-Pacific perspective*, John Wiley & Sons, Milton, Queensland.

## **STUDENT WORKLOAD REQUIREMENTS**

ACTIVITY	HOURS
Assessments	42.00
Directed Study	98.00
Private Study	20.00

## ASSESSMENT DETAILS

Description	Marks out of	Wtg (%)	Due date
ASSIGNMENT 1	100.00	30.00	21 Jul 2008 (see note 1)
ASSIGNMENT 2	100.00	40.00	10 Oct 2008 (see note 2)
PART A OF 2-HOUR EXAMINATION	40.00	12.00	END S2 (see note 3)
PART B OF 2-HOUR EXAMINATION	60.00	18.00	END S2

### NOTES

1. There are 3 online tests and the first is due on 8 August.
2. Assignment 2 must be by electronic submission ONLY. Hard copies will not be accepted. Refer to your Introductory Book and course Website for correct labelling and submission details. Times and dates refer to Australian Eastern Standard Time (AEST).
3. The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date after the timetable has been finalised.

## IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:  
It is the students' responsibility to attend and participate appropriately in all activities (such as lectures, tutorials, laboratories and practical work) scheduled for them, and to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.
- 2 Requirements for students to complete each assessment item satisfactorily:  
To satisfactorily complete an individual assessment item a student must achieve at least 50% of the marks. (Depending upon the requirements in Statement 4 below, students may not have to satisfactorily complete each assessment item to receive a passing grade in this course.)
- 3 Penalties for late submission of required work:  
If students submit assignments after the due date without prior approval of the examiner, then a penalty of 5% of the total marks gained by the student for the assignment may apply for each working day late up to ten working days at which time a mark of zero may be recorded.
- 4 Requirements for student to be awarded a passing grade in the course:  
To be assured of receiving a passing grade a student must achieve at least 50% of the total weighted marks available for the course.
- 5 Method used to combine assessment results to attain final grade:  
The final grades for students will be assigned on the basis of the aggregate of the weighted marks obtained for each of the summative assessment items in the course.
- 6 Examination information:  
This is a closed examination. Candidates are allowed to bring only writing and drawing instruments into the examination.

- 7 Examination period when Deferred/Supplementary examinations will be held:  
Any Deferred or Supplementary examinations for this course will be held during the next examination period.
- 8 University Regulations:  
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Student Academic Misconduct for further information and to avoid actions which might contravene university regulations. These regulations can be found at <http://www.usq.edu.au/corporateservices/calendar/part5.htm>. Students should also read the Faculty of Business Policies and Procedures which can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

## **ASSESSMENT NOTES**

- 1 Assignments: (i) Students must retain a copy of each assignment submitted for assessment. This must be produced within 24 hours if required by the examiner. (ii) In accordance with university policy, the examiner may grant an extension of the due date of an assignment in extenuating circumstances.