

Monash college moodle

[Business](#), [Management](#)



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Managing People and Organisations Unit Leader: Campus: Phone: Email: Ann Tahirovski Clayton 9905-8213 Ann.mcpl. edu. au Team Leader Phone: Email: Suresh Perera 9903 4365 suresh.

mcpl. edu. au Contents Introduction Teaching and learning method Learning resources Assessments Policies 1 2 11 13 17

Unit Outline | MCD2040 Managing People and Organisations | Introduction

This is a core unit in the Diploma of Business and the foundation unit for its majors in Management and Human Resource Management. This unit discusses: the nature of managerial work in organisations; theories of management and their historical development; contemporary issues and practices relating to managing people and organisations; and key factors in the organisation's environment that impact on how managers and organisations work.

This unit aims to develop your knowledge, understanding, skills and abilities in management studies and give them a sound framework for further studies in business and commerce. Learning objectives When you have completed this unit, you are expected to be able to: • • • • • define management and summarise the evolution of management ideas on how managers may

influence, people, organisations and their contexts to achieve organisational goals. This includes an awareness of the cultural contexts of the original source and the development and contemporary application of management theory and practice. Identify and discuss contextual factors in the organisation's environment that impact on how people, managers and organisations interact describe how decision-making, planning, leading, organising and controlling can be managed in organisations examine the impact on individuals and organisations of contemporary issues in management, including stakeholder interests, ethics and social responsibility apply the skills of academic writing, research, questioning and analysis required of the management discipline. Unit structure

This unit covers the following topics: 1. Introduction to Organisations and Managers 2. Management Yesterday and Today 3. Understanding and doing academic research, writing and referencing 4. The external environment 5. The internal environment 6. Social responsibility, managerial ethics and sustainable management 7. 8. 9. Decision making and Planning Organising and HRM Leadership bus-2040-uo-010612-v1. 0-da 1 © Monash College Unit Outline | MCD2040 Managing People and Organisations | 10. Motivating Employees 11. Foundations of Control 12.

Review and exam preparation

Teaching and learning method This unit involves one 2 hour lecture per week and one 3 hour tutorial per week. Hours of independent study expected per week: minimum of 8 hours. This includes time spent in preparing for and completing assessment tasks, and time spent in general study, revision, and

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examination preparation. You are expected to attend lectures and tutorials, prepare for lectures by completing required readings and prepare for tutorials by completing weekly homework activities.

You are also expected to use the unit site in Blackboard. This unit adopts a teaching and learning approach that is both student-centered and research-led. A student-centered approach places students at the centre of the learning process, allowing and equipping you to learn about Management theory and concepts through the learning materials and assessment tasks. Research-led teaching complements this approach by facilitating students' understanding and experience of research and its contribution to the knowledge that underpins Management theory and concepts.

The practical implications of student-centered learning and research-led teaching for you is that students will be asked and expected to actively participate in their own learning through Blackboard discussions and activities. You will also be given the opportunity to develop your own knowledge and understanding of Management by engaging with current Management research, participating in research activities and completing assessment tasks. Active participation is an important part of learning and a source of continuous feedback that increases understanding of the topic areas.

Communication and feedback Monash College aims to provide a learning environment in which students receive a range of ongoing feedback. This may take the form of group feedback, individual feedback, peer feedback, self-comparison, verbal and written feedback, discussions (online and in

class) as well as more formal feedback related to assignment marks and grades. You are encouraged to draw on a variety of feedback to enhance your learning. ©Monash College bus-2040-uo-010612-v1. 0-da 2 Unit Outline | MCD2040 Managing People and Organisations | Schedule of unit activities

The following tables detail the learning objectives, readings and learning activities for each topic. It is highly recommended that you use these as a study guide. Learning objectives On completion of this unit students should be able to: (Hint: Many of these objectives are the basis of final exam questions)

Topic 1(a) Introduction

- Understand what is required for successful completion of this unit.
- Understand that management has been practiced and studied throughout human history.
- Provide examples of management and organisations.
- Start a glossary in which you define management concepts. Find your way around this unit's Blackboard site.

Topic 1(b) Organisations and managers

- Define an organisation and identify its major components.
- Describe managerial skills, roles and functions at different levels of managing.

- Discuss whether the manager's job is universal.
- Question and discuss how far a manager should go to achieve efficiency and effectiveness in the organisation.

Topic 2 Management yesterday and today

- Describe the main theoretical approaches to management including the: scientific, administrative, quantitative, behavioural, systems and contingency approaches. Understand the historical and cultural context of these theories.
- Review the ways in which these theories influence contemporary approaches to managing current trends and issues.

Topic 3 Understanding and doing academic research, writing and referencing

- Cite references and prepare a Reference List using the APA method as shown in the Q Manual.
- Recognise some of the markers of academic writing.
- Recognise the elements of an essay and a report (please see Q manual)
- Gain familiarity with assessment criteria.
- Gain familiarity with ' appropriate' academic sources in the management discipline and be research literate.

Topic 4 The external environment

- Know the difference between the organisation's internal, specific and general environments.
- Identify each component in the organisation's general and specific environments.

- Explain the relationship between an organisation and its stakeholders
- Question and discuss how organisational stakeholders can benefit or lose from globalisation.

Topic 5 The internal environment

- Distinguish between social, national and organisational culture
- Identify the dimensions and sources of organisational culture. Understand how organisational culture is sustained
- Develop an awareness of the role of the manager in using, influencing and changing organisational culture.
- Review the values of organisations known to you ie: spiritual values.

Topic 6 Social responsibility, managerial ethics and sustainable management

- Distinguish between the classical and socio-economic view of social responsibility.
- Describe environmentally sustainable business practices and understand why they are important.
- Identify how managers can improve the ethical behaviour of employees.

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Managing People and Organisations | Demonstrate the ways in which sustainable and ethical business practices impact on the efficiency and effectiveness of organizations

- Question and discuss current social responsibility and ethics issues.

Topic 7 Decision making and Planning

- Identify the steps in the rational decision-making process and understand how it may be affected by the managers bounded rationality and intuition.
- Understand the purpose of planning and why formal planning is less relevant in today's organisations. Describe the strategic planning process and identify factors relevant to an organisation's internal and external analysis that may affect this strategy formulation.
- Question and discuss contemporary issues in planning

Topic 8 Organising and HRM

- Identify why managers may need to organise.
- Compare and contrast mechanistic and organic organisational designs.
- Describe contemporary organisational designs.
- Explain how Human Resource Management (HRM) can improve individual and organisational performance.
- Review today's organisational design challenges.

Topic 9 Leadership

- Define the difference between a manager and a leader. Describe the contemporary approaches to leadership.

- Identify the sources of power that leaders may have.
- Review the issues affecting leadership in the 21st century

Topic 10 Motivating Employees

- Define motivation.
- Understand the difference between content (what) and process (how) theories of motivation
- Identify what leaders and managers can do in practice to motivate their employees.
- Question and discuss the limitations of money as a motivation tool.
- Review current issues in motivation.

Topic 11 Foundations of Control

- Explain the nature and importance of control and how it relates to other management functions. Describe the three steps in the control process.
- Explain how organisational performance is measured.
- Understand tools used to measure organisational performance.
- Discuss contemporary issues in control

Topic 12 Review and reflection

- No new theory is introduced and the purpose of this week is for you to check your progress against the overall aims of the unit. Students should note that the program outlined above is a guide to the material to be covered in this unit and not a definitive statement of when that material will be covered.

- ©Monash College us-2040-uo-010612-v1. 0-da 4 Unit Outline | MCD2040 Managing People and Organisations | Unit Reading Resources Text and required readings: Readings are available online @ <http://www.lib.monash.edu.au/resourcelists/> Topic 1 (a) Introduction Textbook: Nil Required Readings: • Lamond, D (1998). Back to the future: Lessons from the past for a new management era, in G. Griffin (Ed.) Management Theory and Practice: Moving to a New Era. MacMillan, Melbourne, 3 -14. Topic 1 (b) Organisations and managers Textbook: Chapter 1. Other Required Reading: • Chapman, J. (2001).

The work of managers in new organisational contexts, The Journal of Management Development, 20(1), 55-68. Readings which are relevant to assignment one: • Bartlet, C. A. and Sumantra, G. (2003). What is a Global Manager? HarvardBusiness Review, 81 (8), 101-108. Carroll, S & Gillen, D (1987). Are the classical management functions useful in describing managerial work? , Academy of Management Review, 12(1), 38-51. • Lamond, D. (2003). Henry Mintzberg vs. Henri Fayol: Of Lighthouses, Cubists and the Emperor's New Clothes, Journal of Applied Management and Entrepreneurship, 8(4), 5-24. • Mintzberg, H. (1975).

The manager's job: Folklore and fact, Harvard Business Review, 53(4) July - August 49-61. • Hales, C. (1999). Why do managers do what they do? Reconciling evidence and theory in accounts of managerial work, British Journal of Management, 10: 335-350. • Mintzberg, H. (1994). Rounding out the Managers job, Sloan Management Review, 36(1), 11-26. • Peterson, T (2004). Ongoing legacy of R. L. Katz: an updated typology of management skills, Management Decision, 42(10), 1297-1308. • Rodrigues, C. (2001). Fayol's 14 principles then and now: A framework for managing today's organizations effectively, Management Decision, 39(10), 880-889.

Topic 2 Management yesterday and today

Textbook: Chapter 2 up to p 69, Chapter 10 pp 370-371 (Contingency approach) Other Required Readings:

Wren, D (1994). The advent of scientific management and The emergence of management and organisation theory in The Evolution of Management Thought, Wiley, New York, 10531, 179-94. Readings which may be relevant to assignments:

Christensen, C. & Raynor, M. (2003). Why hard-nosed executives should care about management theory, Harvard Business Review, September, 67-74

Miller, T. & Vaughan, B. (2001). Messages from the management past: Classic writers and contemporary problems, SAM Advanced Management Journal, 66(1), 4-11.

Parker, L. (2005). Fads, stereotypes and management gurus: Fayol and Follett today, *Management Decision*, 43(10), 1335-1357.

Parker, L D. & Ritson, P A. (2005). Revisiting Fayol: Anticipating contemporary management, *British Journal of Management* 16, 175-194
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Managing People and Organisations | Topic 3 Understanding and doing academic research, writing and referencing Textbook: None Required
Readings:

Kimberley, N. & Crosling, G. 2012) Student Q Manual. 5th ed. Faculty of Business & Economics, Monash University, Clayton, Vic. Topic 4 The external environment Textbook: Chapter 3 pp 82-96; Chapter 4 pp 144-149. Required Readings:

Preble, J. F. (2005). Toward a Comprehensive Model of Stakeholder Management, *Business & Society Review* 110(4), 407-431 Topic 5 The internal environment Textbook: Chapter 3 pp 97-112, Chapter 5 p 183 (values-based management). Required Readings:

Morrison, J. M. ; Brown, C. J. ; Smit, E. V. D. M. (2006). A supportive organisational culture for project management in matrix organisations: A theoretical perspective. *South African Journal of Business Management*, 37(4), 39-54. Recommended Readings:

Hartog, D. (2004). High performance work systems, organisational culture and firm effectiveness, *Human Resource Management*, 14(1), 55-79.

Jayne, M. E. A. , & Dipboye, R. L. (2004). Leveraging diversity to improve business performance: research findings and recommendations for organizations, *Human Resource Management* 43(4) 409-424. Topic 6 Social responsibility, managerial ethics and sustainable management Textbook: Chapter 5 p168—173, p174-180, p178-192, p 192-198 Other Required Readings:

Basu, K. nd Palazzo, G. (2008). Corporate Social Responsibility: A process Model of Sensemaking, *Academy of Management Review*, 33 (1), 122-136.

McDonald, G (2000). Business ethics: Practical proposals for organisations, *Journal of Business Ethics*, 25(2), 169-185.

Twomey, D. F. (2006). Designed Emergence as a Path to Enterprise Sustainability, *Complexity & Organization*, 8(3), 12-23. Topic 7 Decision making and Planning Textbook: Chapter 7 pp 262-271, Chapter 8 pp 294-300, pp 308-313 and Chapter 9 pp 324-332. Other Required Readings:

Eisenhardt, K. M. Sull, D. N. (2001). Strategy as Simple Rules, *Harvard Business Review*, 79(1), 106-116. Recommended Readings:

Mankins, M. (2006). Stop making plans start making decisions, *Harvard Business Review*, 84(1), 76-84.

Parker, A. M. and Fischhoff, B. (2005). Decision-making Competence: External Validation through an Individual-Differences Approach. *Journal of Behavioural Decision Making*, 18 (1), 127.

Saha, M. (2005). Green Companies or Green Companies: Are Companies Really Green, or Are They Pretending to Be? , *Business & Society Review*, 110(2), 117-157. Topic 8 Organising and HRM Textbook: Chapter 10 p 360, pp 368-369, pp 372-383 Chapter 12 pp 426-433 Other Required Readings: Mintzberg, H. (1980). Structure in 5's: a synthesis of the research on organization design, *Management Science*, 26(3), no. 3, 322-641. Topic 9 Leadership Textbook: Chapter 16 p 604, pp 615-629, pp 629-633 ©Monash College bus-2040-uo-010612-v1. 0-da 6 Unit Outline | MCD2040 Managing People and Organisations | Other Required Readings:

Kets de Vries, M. (1996). Leaders who make a difference, *European Management Journal*, 14(5), 486-93.

Kotter, J. (1990). What do leaders really do? *Harvard Business Review*, 63(3), 103-111.

Lopez-Zafra, E. ; Garcia-Retamero, R. and Landa, J. M. A. (2008). The Role of Transformational Leadership, Emotional Intelligence, and Group Cohesiveness on Leadership Emergence. *Journal of Leadership Studies*, 2 (3), 37-49.

Ryan, M. K. and Haslam. S. A. (2005). The Glass Cliff: Evidence that Women are Over Represented in Precarious Leadership Positions. *British Journal of Management*, 16 (2), 81-90. Topic 10 Motivating Employees Textbook: Chapter 15. Other Required Readings:

Reis, D. (2001). Reengineering the motivation to work, *Management Decision*, 39(8), pp 666-675. Recommended Readings:

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Katzell, R. (1990). Work motivation: theory and practice, *American Psychologist*, 45, 144153.

Mitchell, T & Mickel, A. (1999). The meaning of money: An individual difference perspective, *Academy of Management Review*. 24(3), 568 - 577.

Topic 11 Foundations of Control Textbook: Chapter 17. Other Required Readings:

Seeck, H. , and Kantola, A. (2009). Organizational control: Restrictive or Productive? *Journal of Management and Organization*, 15, 241-257.

Van den Broek, D. (2002). Monitoring and Surveillance In Call Centres: Some Responses From Australian Workers, *Labour and Industry*, 12(3), 43-58.

Learning activities The following is a range of suggested activities to help you pass (and excel) in this unit. These activities are provided as a guide to assist you in your independent study activities. They include what to discuss online, what to read and study, timing the work for your assignments and how to relate what you are learning to managing in the real world. Other than the four compulsory graded assessments you are not required to hand in or complete any learning activities. It is advised you only do activities that best suit your personal learning style. You are not expected to complete them all. Topic 1(a) Introduction

Familiarise yourself with the unit and its assessment requirements

Navigate the unit Moodle site and check your PC is configured for Moodle.

Getting to know each other by introducing yourself in class

<https://assignbuster.com/monash-college-moodle/>

Get ready for assignment 1 by reading its requirements

Watch the video and reflect on the guided questions

Start your Glossary: Systems, Globalisation, Ethics, Workforce diversity, Spirituality, Stakeholders, Social responsibility, Sustainability. Topic 1(b)Organisations and managers

Attend library research training session with tutor .

Collect journal articles relating to A1

Do readings and textbook review questions in Chapter 1: 1, 5, 6, 7, 8, 9, 10, 11, 12 & 16.

Watch the video and reflect on the guided questions

Continue your Glossary: Organisation, Manager, Efficiency, Effectiveness, Management bus-2040-uo-010612-v1. 0-da 7 ©Monash College Unit Outline | MCD2040 Managing People and Organisations | Functions, Management Roles, Management Skills, Universal, Generic

Test your knowledge on this topic in the online MyManagement Lab. Topic 2 Management yesterday and today

Get ready for A1 by preparing a plan and rough draft of your essay

Do readings and the textbook review questions in Chapter 2: 1, 3, 4, 6, 7, 9, 13, 14, 15, 17 &19.

Watch week 4 of video and reflect on the guided questions

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Continue your Glossary: Scientific management, Behavioural / Human Relations, Administrative, Systems, Contingency, Situational, Workforce diversity

Test your knowledge on this topic in the online MyManagement Lab Students will be asked to work in groups that represent different theories of management. Topic 3 Understanding and doing academic research, writing and referencing.

Check out online LLS site in the Library @ <http://www.monash.edu.au/lls/llonline/>.

Do online lesson on finding electronic data basis then complete 'electronic find and cite' exercise and get ready for A1 by finding and reading the abstract of two journal articles that could be used in your A1. Read Q Manual chapter on Referencing and then complete the APA test in the sample exam

Watch the video and reflect on the guided questions Continue your Glossary: Take a questioning approach, Citations, Referencing, Q Manual, Analysis, Description, Critique, Argument, Academic writing, Being research literate. Topic 4 The external environment

Complete and submit assignment 1

Do readings and the textbook review questions in Chapter 3: 3, 4, 6 & 7 and Chapter 4: 15 & 16 (p154). Watch the video and reflect on the guided questions

Continue your Glossary; External environment, General environment, Specific environment, Demographic, Socio-cultural, Legal-political, Pressure group, Multinational, Borderless corporation, Dimensions of culture, Cultural shock, Stakeholders

Test your knowledge on this topic in the online MyManagement Lab

Prepare your tutorial discussion with your reflection on any organisation to which you have been a member. It may be a school, club or place of employment or something similar. 1. Identify any four of its dimensions or sources of internal culture and 2. Describe any two of its shared values

Do readings and the textbook review questions in Chapter 3: 8, 10, 11,

Watch the video and reflect on the guided questions

Continue your Glossary: National culture, Organisational culture, Cross-cultural, Socialisation, Rituals, Material symbols, Spirituality, Employee empowerment, Valuebased management

Test your knowledge on this topic in the online MyManagement Lab

Complete and submit you're A1.

Collect and bring to class information about an organisation that has pursued ethical and sustainable practices in recent years. Do readings and textbook review questions in Chapter 5: 1, 3, 4, 5, 6 7, 8 , 11 & 12.

Watch the video and reflect on the guided questions. bus-2040-uo-010612-v1. 0-da 8 Topic 5 The internal environment Topic 6 Social responsibility,

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managerial ethics and sustainable management ©Monash College Unit
Outline | MCD2040 Managing People and Organisations |

Continue your Glossary: Profit maximisation, Socioeconomic view, Social responsibility, Social obligation, Social responsiveness, Employee empowerment, Physical environment, Ethics, Code of ethics, Whistleblower

Test your knowledge on this topic in the online MyManagement Lab Topic 7
Decision making and Planning

Do readings and review questions in Chapter 7 : 2, 3, 4, & 5 Chapter 9 : 1, 2, 4, 6 & 7

Watch the video and reflect on the guided questions

Continue your Glossary: Rational, Bounded rationality, Satisficing, Intuition, Resources, Capabilities, Strengths, Weakness, Opportunity, Threat, Competitive advantage

Test your knowledge on this topic in the online MyManagement Lab

Prepare and discuss in the tutorial a story (narrative) about any one HRM practice that you or another person has experienced. Do readings and textbook review questions in Chapter 10: 1, 2, 9, 10, 11, 14, 15 , 18; Chapter 12: 1 & 2

Watch the video and reflect on the guided questions

Continue your Glossary: Organisational structure, Organisational design, Centralisation, Decentralisation, Specialisation, Departmentalisation,

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Mechanistic structure, Organic structure, Team structure, Matrix structure, Project structure, Boundaryless, Human resource management.

Test your knowledge on this topic in the online MyManagement Lab

Prepare and discuss in the tutorial the names of any two leaders you know from any of the following sources. Your school, workplace, spiritual group, politics, business, your sports team or any other source. List why you think they are leaders.

Do readings and textbook review questions in Chapter 16: 1, 2, 9, 10, 11, 12, 13

Watch the video and reflect on the guided questions

Continue your Glossary: Manager, Leader, Leadership, Power (Legitimate, Coercive, Expert, Referent)

Test your knowledge on this topic in the online MyManagement Lab Topic 8 Organising Topic 9 Leadership Topic 10 Motivating Employees Prepare and discuss in the tutorial your reflection on what you can do to motivate yourself to reach your longer term goals.

Do readings and textbook review questions in Chapter 15: 1, 2, 3, 5, 8, 11, 13, 14, 15 & 17.

Watch the video and reflect on the guided questions

Continue your Glossary: Motivation, Situational, Content theory, Process theory, Needs, Motivation factors, Hygiene factors, Reinforcement, Equity,

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Job Design, Expectancy, Self actualisation, Esteem, Physiological, Social, Safety needs. Test your knowledge on this topic in the online MyManagement Lab

Complete and submit assignment 2

Prepare and discuss in the tutorial a list of real world examples where technology is used by organisations to monitor or control cash, financial results, individual employees, groups of workers, customers or machinery.

Do readings and textbook review questions in Chapter 17: 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, & 15.

Watch the video and reflect on the guided questions bus-2040-uo-010612-v1. 0-da 9 Topic 11 Foundations of Control ©Monash College Unit Outline | MCD2040 Managing People and Organisations | Test your knowledge on this topic in the online MyManagement Lab

Continue your Glossary: Feedforward control, Concurrent control, Feedback control, Balanced-scorecard, Financial control, Information control, Benchmarking, Workplace control. Topic 12 Review and exam preparation

Catch up on your textbook review questions, watch videos again and go over your glossary.

Prepare revision notes in readiness for the exam.

Use the unit and weekly learning objectives to guide you on what is examinable

Test your knowledge on this topic in the online MyManagement Lab.

Continuous improvement Monash College is committed to ' Excellence in education' and strives for the highest possible quality in teaching and learning. To monitor how successful we are in providing quality teaching and learning Monash College regularly seeks feedback from students, employers and staff. Two of the formal ways that you are invited to provide feedback are through Unit Evaluations and through MonQueST Teaching Evaluations. Monash College administers the Unit Evaluation surveys online. MonQueST Teaching Evaluation surveys may be used by some of your teaching staff this trimester. They may be completed in class with a facilitator or online through the my. monash portal. The feedback is anonymous and allows the College to identify areas that students are satisfied with and areas for improvement.

If you wish to view how previous students rated this unit, please go to <http://www.monash.edu.au/unit-evaluation-reports/>. ©Monash College bus-2040-uo-010612-v1. 0-da 10 Unit Outline | MCD2040 Managing People and Organisations | Learning resources All students must ensure they have access to the resources required for successful completion of this unit. The minimum resources required for this unit include the prescribed textbook, unit online Blackboard site, Faculty Q Manual and journal articles from the Monash library data-bases. Readings Prescribed text(s) and readings Robbins, S. Bergman, R. Stagg, I. & Coulter, M. (20012) Management, 6th Edition, Pearson, Australia. Recommended text(s) and readings

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Recommended readings in this unit are available at: <http://www.lib.monash.edu.au/resourcelists/>. Other resources Databases Online journals and journal databases are available at: <http://www.lib.monash.edu.au/databases/>. Q Manual Students are required to meet the Faculty Q Manual standards for all assignment submissions.

This includes using the Q Manual APA method for citation of sources, referencing and formatting your essays and reports. The Q Manual can be accessed at: <http://www.buseco.monash.edu.au/publications/qmanual/>

Moodle Moodle is an online teaching and learning environment which aims to enhance learning. It delivers important resources which may include: lecture and tutorial notes, links to websites, self assessment quizzes, and online discussions which allow you to interact with fellow students. To access this site, go to: <http://mcpl.moodlesites.com> and log in using your authcate username and password. Once you are logged in, you will see a list of units you are enrolled in that use Moodle. If you expect to see a unit and it is not there, contact your lecturer. Your lecturer will demonstrate how to use the Moodle site and explain what is expected of you including any online assessment that must be completed there. Check Moodle regularly to be kept up-to-date with important information for your unit as it becomes available. ©Monash College us-2040-uo-010612-v1. 0-da 11 Unit Outline | MCD2040 Managing People and Organisations |

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Monash University Library website contains details about your borrowing rights and how to search the catalogues. To learn more about the library and the various resources available, please go to: <http://www.lib.monash.edu.au>. For your current and future studies, you will need to build your knowledge and skills around academic searching, using databases, retrieving information and using correct referencing techniques. It's a good idea to refresh and update your skills before you start the assessment tasks. You can do this by completing the tutorials available on the library website.

©Monash College bus-2040-uo-010612-v1. 0-da 12 Unit Outline | MCD2040 Managing People and Organisations | Assessments Monash College Pty. Ltd. reserves the right to moderate any or all internal assessments delivered at any partner location and make adjustments where required. The assessments and exam which contribute towards your final grade are summarised below. Please refer to the separate Assessment documents for a detailed description of each assessment item.

Assessment task Tutorial attendance and homework completion before tutorials Active participation in tutorial work and activities Assignment 1 Essay Assignment 2 (a) Plan of report Assignment 2 (b) 2, 250 word report Details Weight / Value 5% Due date / week Ongoing 5% 1, 500 word limit. Tests topics 1-4. 250 word limit: plan for Assignment 2(b) 2, 250 word limit To include a 250-word executive summary. Test topics 4-11. 15% 5% 20% Ongoing Monday Week 5 Tutorial Week 9 Monday Week 10 Examination (2 hours) Details - TBA Sample exams on Blackboard 50% Exam period Requirements/hurdles for passing the unit Internal assessment items are designed to assist you to achieve the learning

outcomes of the unit. They are an integral part of your learning and you should complete all of them. In order to achieve a pass in this unit, you must:

achieve at least 40% in the final examination Students who both fail to meet the hurdle requirement(s) outlined above and who would otherwise have received a pass or better grade, will automatically receive a 48N result.

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Managing People and Organisations | Guidelines for presentation of written work All assignments are to be word-processed and include the following:

one and a half or double spacing and a minimum font size 12 pt numbering of all pages pages stapled together at the top left corner (do not place pages in separate plastic sheets) a reference list. Word limit All assignments have a word limit. You should plan your work to adhere to this limit. Your marker will allow a flexible component of plus or minus 10%, without penalty.

Referencing The reference list and in-text referencing must be in accordance with the APA style. For guidelines, please see the Student Q Manual available at <http://www.buseco.monash.edu.au/publications/qmanual/index.html>.

Plagiarism, cheating and collusion Monash College is actively committed to preventing plagiarism, cheating and collusion for the protection of the college's reputation and standards for current and future students. Severe penalties may be imposed on students who engage in, or who support other students engaged in, activities which seek to undermine the integrity of the unit assessment process.

Plagiarism: To take and use another person's ideas and/or manner of expressing them and to pass them off as your own by failing to give appropriate acknowledgement.

Cheating: Seeking to obtain an unfair advantage in an examination or in other written or practical work required to be submitted or completed by a student for assessment.

Collusion: The presentation of work which is the result in whole or in part of unauthorised collaboration with another person or persons. Penalties may apply. Refer to item 6 of the Monash College Assessment Policy: <http://www.monash.edu/monashcollege/australia/currentstudents/policies/mcassessmentpolicy.pdf>.

df. Assignment submissions & cover sheets Your assignments will need to be submitted in hard copy (paper-based). You must also keep a personal electronic copy . All assignments submitted on paper must include a fully completed and signed Assignment Cover Sheet. Assignments will not be accepted or marked if it is not accompanied by a signed cover sheet. You can download the Assignment Cover Sheet from the college website at: <http://www.monashcollege.edu.au/assets/doc/assignment-cover-sheet.pdf>
©Monash College bus-2040-uo-010612-v1. 0-da 14 Unit Outline | MCD2040 Managing People and Organisations | It is important that you download the cover sheet well before you submit your assignment as it contains important information about privacy, plagiarism and collusion and must be carefully read before signing.

Your assignments must be placed in the secure assignment box on the respective campus by 9.00am on the due date unless prior arrangement has been made with the Unit Leader. You must not submit / or give the assignment to your tutors or other staff. All assignments must have the unit code and name and your name and ID number on each page. You must keep an electronic copy of your assignment. We also recommend that you keep a hard copy. Assignment feedback Feedback will be provided to you within 2 weeks of submission. Feedback will consist of written within the assignment, verbal and a rubric indicating criteria required. After marking, assessments should be collected by and/or returned to students according to item 3.9 of the Monash College Assessment Policy. Final Examination Exam Date and Location All queries regarding the time and location of examinations should be directed to Monash College student administration. Exam Duration This unit has a 2 hour examination plus 10 minutes reading time. Examinable Material All topics taught in this unit are examinable. Topics covered in the assignments may be included in the exam. Sample Exam A sample exam is available on the unit Blackboard site. Exam Instructions to Students The final examination in this unit has a total of 12 questions. The examination paper is divided into 2 sections. Part one (60%) requires students to answer 6 short answer questions from a choice of 8 valued at 10% each. Part two (40%) requires students to answer 1 question from a choice of 4, each of which has 2 (20%) parts and is of total value of 40%.

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date nominated in the Monash College Calendar. Student results will be accessible through the my.monash portal. Special consideration for examinations A student whose work during a teaching period or whose performance in an examination or other assessment has been affected by illness or other serious cause may apply for special consideration. For more information on eligibility and how to apply, please refer to Student Administration.

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Managing People and Organisations | Policies Policies on assessment

Applications for extension of time All applications for an extension to the time allocated to an assessment task must be made in writing (and supported by documentary evidence) to the Unit Leader or Team Leader. If granted, approval will be in writing and will be recorded on the Assignment Cover sheet accompanying the assessment task by the Team Leader.

Penalties for late submission A penalty of up to 10% of the total marks available for that assessment task will be deducted for each day (including weekend days) that the item is late. Double marking of assessments When an assessment is given a Fail (N) , that piece of work will be handed to a second marker who will independently evaluate the work prior to the result being conveyed to the student. No student will be awarded a fail grade for final examinations that fall in the range of 30 - 49 or a fail grade for an assessment task, without an independent examiner confirming the result.

Monash College Assessment Policy containing statements on:

plagiarism, cheating and collusion the grading scale Other policies Monash

College Policy on Special Consideration: <http://www.monashcollege.edu.au/assets/doc/dip-special-consideration-policy.pdf> Monash College

Attendance Policy: <http://www.monashcollege.edu.au/assets/doc/dip-attendance-policy.pdf> Monash University Policy on Global Equal Opportunity:

<http://monash.edu/equity-diversity/policies/equal-opportunity-policy.html>

Students with disabilities If you have a disability or long term medical condition you can apply for support which aims to enable you to fulfil the inherent requirements of your course as independently as possible.

You should firstly discuss your needs with the Associate Director - Business.

For further information contact the Disability Liaison Office:

Website: <http://monash.edu/equity-diversity/student-equity/index.html>

Telephone: +61 3 9905 5704; Drop In: Equity and Diversity Centre, Level 1

Gallery Building (Building 55), Monash University, Clayton Campus. ©Monash

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People and Organisations | Responsibilities of students Students of Monash

College have the following responsibilities:

to apply themselves to their studies to the best of their abilities to become familiar with the rules and regulations governing the course in which they are enrolled to be aware of the policies and practices of the College in which they are enrolled and which are contained in the materials and information made available to them to be aware of the rules and regulations concerning the use of College computing, library and other facilities, as set out in published material to meet deadlines for work to be submitted to take the initiative and consult appropriately when problems arise to submit original work for assessment without plagiarising or cheating to attend lectures,

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tutorials and seminars for each unit in which they are enrolled to accept joint responsibility for their own learning to contribute to the development of college programs and policies by participating in consultative and deliberative processes in a responsible and ethical manner to be aware of the College's commitment to equal opportunity and to demonstrate tolerance and respect for all members of the College's community to respect the right of staff members to express views and opinions to respect the working environment of others in all areas of the college to retain a copy of all assignment work submitted for assessment.

Copies must be held until a grade for the unit has been published to regularly scan personal computers for viruses and other destructive software and to ensure that "infections" are not transmitted to computers owned by the College, or to computers owned by other students, or by other individuals or organisations to regularly "back-up" documents, databases, presentations, spreadsheets and other files held on a personal computer which relate to their study at college and to arrange secure storage for these "back-up" copies.

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