

**MISSION:** Our mission is to advance responsible and impactful business knowledge. To achieve our mission, we develop life ready graduates and build global and local partnerships through ethical and innovative practices.

## OVERVIEW

### Course Description

Management is something we do every day, whether we are managing ourselves, others, organisations, or our environments. There is no one best way to manage, successful management depends on many factors and often success can only be known in hindsight. This course provides the ideas, skills, and tools to improve how you think and act about managing. In particular, the course emphasises critical thinking, communication, and project management in groups. Students are required to apply management concepts to resolve case-based management dilemmas and develop a business consultancy report requiring logic and knowledge. Working individually and in groups, students will develop skills in oral and written communication, group project management and reflective learning.

### Sustainable Development Goals



### Contact Hours

#### Lecture/Tutorial

Face to Face on Campus

Commencing in Week 1, a one (1) hour lecture plus a two (2) hour tutorial per Week.

Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.

### Unit Weighting Workload

10

Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10-unit course.

**Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.**

### Course Learning Outcomes

**On successful completion of this course, students will be able to:**

1. Apply management ideas, concepts, and ethics to the analysis and resolution of management dilemmas;
2. Analyse and synthesise competing management ideas and concepts to form coherent written and oral arguments within a business consultancy report;
3. Work effectively on project management in a group; and
4. Reflect on learning based on experience and management concepts to determine future behaviours.

# COURSE OUTLINE

# ASSESSMENT DETAILS

This course has 3 assessments. Each assessment is described in detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	1A: Business Consultancy Report Outline and 1B: Group Reflection	Sunday in Weeks 6 and 7 by 11:59 pm SGT	Group and Individual	30%	1,2,3,4
2	2A: Presentation and 2B: Comparative Reflection	Weeks 8 - 13	Group and Individual	30%	1,2,3,4
3	Business Consultancy Report: Final	Sunday in Week 14 by 11:59 pm SGT	Individual	40%	1, 2

**Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.**

**Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.**

<b>Late Submissions</b>	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. <b>Note:</b> this applies equally to week and weekend days.
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## Assessment 1 – Business Consultancy Report: Outline and Group Reflection

<b>Assessment Type</b>	Written assignment
<b>Purpose</b>	The purpose of this assessment is to develop students research skills, ability to effectively engage in group project management, and to contribute to the successful management of a project. The assessment has two parts: 1A, the development of an outline for a business consultancy report, and 1B, a structured reflection on learning from the group project management experience. The same case-based dilemmas are used in all three assessments.
<b>Description</b>	<p><b>1A: Business Consultancy Report Outline.</b> Students self-select into a group consultancy team of four (4) to prepare an outline of a Business Consultancy Report in response to a management dilemma. selected from the list provided on CANVAS. The format for the Report is on CANVAS. At least four scholarly references must be included. The word limit is 750 words plus reference list.</p> <p><b>1B: Reflection on group experience and learning.</b> Individually, students write a structured reflection analysing what they learnt from their group project management experience. Each student is to reflect on the experience of working in a group to manage the consultancy outline assignment. The reflection must be arranged under the headings: Introduction; Analysis; and Learning. Although formal referencing is not required, students are expected to apply the relevant management concepts from the course to the reflection. The Group Project Plan must be attached to the assignment. Further details and examples are on CANVAS as well as being discussed in class.</p>
<b>Weighting</b>	<p><b>1A: Business Consultancy Report Outline: 15%</b>  <b>1B: Reflection on group experience and learning 15%</b></p>
<b>Length</b>	<p><b>1A: Business Consultancy Report Outline: 750 words (plus or minus10%) plus references.</b>  <b>1B: Reflection on group experience and learning: 500 words (plus or minus10%)</b></p>
<b>Due Date</b>	<b>1A:</b> Sunday of Week 6 by 11:59pm SGT. <b>1B:</b> Sunday of Week 7 by 11:59pm SGT.
<b>Submission Method</b>	Via CANVAS
<b>Assessment Criteria</b>	<p><b>1A: Business Consultancy Report Outline</b> The main assessment criteria include: depth of analysis in explaining the problem; application of management concepts to evaluate alternative solutions; application of management concepts to identify and justify a recommended solution; and use of scholarly literature to inform the analysis. See CANVAS for detailed assessment guide, resources, and rubric.</p> <p><b>Please note:</b> Self and Peer Assessment: A single mark is given for the group assignment. This mark will then be moderated by "self and peer assessment" using the</p>

SPARKPlus software so that individual group members may receive different marks. Any moderated individual mark received by each group member is based on contribution to the assignment and, more importantly the ability to work with others. Individually group members are required to submit a self and peer assessment through SPARK within 24 hours of the due date. Failure to complete SPARK will result in a mark of zero. The criteria for the self and peer assessment are found along with the instructions on how to use SPARK on CANVAS. Please note: **NO SPARK NO MARK.**

### **1B: Reflection on group experience and learning**

The reflection is assessed on the clarity of the description, the depth of analysis and integration of learning outcome with description and analysis. See CANVAS for detailed assessment guide, resources, examples, and rubric.

Both assignments are returned through CANVAS.

Feedback on both assignments is through CANVAS.

### **Return Method**

### **Feedback Provided**

## **Assessment 2 – Dilemma Presentation and Comparative Group Reflection**

### **Assessment Type**

### **Purpose**

Presentation plus written assignment

The purpose of this assessment is to consolidate analytical skills through a group presentation on one of the management dilemmas to improve skills in group project management work and reflective learning skills. The assessment has two parts: 2A, a group presentation of a solution to a management dilemma; and 2B, a structured reflection on learning through comparing the two group experiences.

### **Description**

#### **2A: Group Presentation on Solutions to a Management Dilemma**

Students are allocated to a group of four (4) to prepare a six-minute presentation (1.5 minutes per person) on one of the dilemmas for the Business Consultancy Report. Each group is allocated a dilemma to analyse and present through applying management concepts to resolve the dilemma. The management dilemmas are the same as those used in the first assessment. All group members must participate in the preparation and presentation. The presentation must be persuasive, including appropriate presentation skills, group cohesion, and insightful content. Presenters should not read notes—eye contact with the audience is essential. The presentations are held during tutorials from Week 8 to Week 13. A brief written overview of 500 words or less must be uploaded to the group page on CANVAS. Further information and resources are on CANVAS.

#### **2B: Comparative Group Learning Reflection**

Building on feedback from Assessment 1B, students individually write a structured reflection comparing and analysing their learning outcomes from the two group project management experiences, the consultancy report outline and presentation assignments. Each student is to reflect on the experiences and draw out key management concepts to compare what was learnt and why. The reflection must be arranged under the headings: Introduction; Analysis; and Learning. Although formal referencing is not required, students are expected to apply the relevant management concepts from the course to the reflection. Further details and an example are on CANVAS as well as being discussed in class.

### **Weighting**

**2A: Group Dilemma Presentation:** 15%

**2B: Comparative Group Learning Reflection:** 15%

### **Length**

**2A: Group Dilemma Presentation:** Six minutes per group.

**2B: Comparative Group Learning Reflection:** 750 words (plus or minus 10%)

### **Due Date**

**2A: Group Dilemma Presentation:** as allocated from Week 8 to Week 13

**2B: Comparative Group Learning Reflection:** one week after the presentation.

### **Submission Method**

**2A: Group Dilemma Presentation:** the presentation is during the tutorial however, the PowerPoints, presentation script, and Group Project Plan must be uploaded to the Group Page on CANVAS prior to the presentation.

**2B: Comparative Group Learning Reflection:** Via CANVAS.

### **Assessment Criteria**

**2A: Group Dilemma Presentation:** Presentations are judged on Matter, Method, and Manner (see CANVAS for details). Matter and Method are group marks while Manner is an individual mark. See CANVAS for details, resources, and assessment rubric.

**Please note:** Self and Peer Assessment: A single mark is given for the group assignment. This mark will then be moderated by "self and peer assessment" using the SPARKPlus software so that individual group members may receive different marks. Any moderated individual mark received by each group member is based on contribution to the assignment and, more importantly the ability to work with others.

	Individually group members are required to submit a self and peer assessment through SPARK within 24 hours of the due date. Failure to complete SPARK will result in a mark of zero. The criteria for the self and peer assessment are found along with the instructions on how to use SPARK on CANVAS. Please note: <b>NO SPARK NO MARK.</b>
<b>Return Method</b>	<b>2B: Comparative Group Learning Reflection:</b> The reflection is assessed on the clarity of the description, the depth of analysis and integration of learning outcome with description and analysis. See CANVAS for details. <b>2A: Group Dilemma Presentation:</b> Group page on CANVAS
<b>Feedback Provided</b>	<b>2B: Comparative Group Learning Reflection:</b> Online via CANVAS <b>2a: Group Dilemma Presentation:</b> In class and via written comments on the Group Page on CANVAS <b>2B: Comparative Group Learning Reflection:</b> Via CANVAS

## Assessment 3 – Business Consultancy: Final Written Report

<b>Assessment Type</b>	Written Assignment
<b>Purpose</b>	The business consultancy report assesses the application of management concepts in identifying, analysing, and resolving management problems within a given dilemma. Its purpose is to allow students to apply the analytical and other skills they have learnt from the previous two assignments, including clear and logical communication.
<b>Description</b>	The assignment requires students to identify management problems behind a management dilemma; analyse the causes of the problems; provide and evaluate alternative solutions; and justify a recommended solution. Students may select from among the dilemmas used in Assessments One and Two. The report should follow the recommended structure. Further information and resources are on CANVAS.
<b>Weighting</b>	40%
<b>Length</b>	2000 words plus reference list (+/-10%)
<b>Due Date</b>	Sunday of Week 14 by 11:59 pm SGT
<b>Submission Method</b>	Online - via CANVAS
<b>Assessment Criteria</b>	The case study is graded based on a clear identification of business problems, robust analysis of the underlying causes and options, and the strength of recommended solutions. The assessment criteria assume in-depth understanding of management concepts. See CANVAS for detailed Assessment Guide and Rubrics.
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Via CANVAS after results are approved.

## SYLLABUS

### Course Content

#### Topics in the course include but are not limited to the following:

1. Management, organisations, and ethics;
2. Individual Behaviour;
3. Group and Team Behaviour;
4. Communication and Conflict Management;
5. Decision-Making;
6. Leadership and Power;
7. Organisation Structure, Culture and Change;
8. Planning and Control; and
9. Business Ethics and Corporate Social Responsibility.

### Course Materials

#### Required Text:

Griffin, R.W., Phillips, J.M., Gully, S.M., Creed, A., Gribble, L. & Watson, M. (2021) *Organisational Behaviour: Engaging People and Organisations*, Cengage Learning Australia.

ISBN: 9780170440028

**Note this is an E-Textbook with additional resources required for study. Please refer to CANVAS for details of purchase.**

# SCHEDULE

Week	Topic	Textbook Readings	Tutorial Activities
1	Introduction to Management and Managing	Chapters 1 and 2	Class introductions Course content, assessment, and tools
2	Individual Behaviour: Attitudes, Values and Ethics	Chapters 3 and 4	Group formation and project plans for Assignment 1A (Outline of Business Consultancy Report). Practice dilemma
3	Individual Behaviour: Learning and Motivation	Chapters 5	Group consolidation and project planning Report format Practice dilemma Written Reflection Workshop 1
4	Groups and Teams	Chapter 6	Group work skills workshop Literature search skills Practice dilemma
5	Groups and Conflict Management	Chapter 9	Consultancy report check up Written Reflections Workshop 2
6	Decision Making	Chapter 7	<b>Assessment 1A due Sunday of Week 6 by 11:59 pm SGT</b> Formation of groups for Assessment 2
7	Communication	Chapter 8	<b>Assessment 1B due Sunday of Week 7 by 11:59 pm SGT</b> Discussion of Dilemma One Consolidation of groups and project plans Presentation skills workshop
8	Leadership and Power	Chapters 10 and 11	<b>Assessment 2A and 2B due in weeks 8 to 13, depending on the Schedule. 2A in class and 2B a maximum of one week later.</b> Presentation of Dilemma One Discussion of Dilemma Two Comparative Reflection Workshop
9	Organisational Structure and Design	Chapter 12	Presentation of Dilemma Two Discussion of Dilemma Three Class exercise on structure
10	Organisational Culture and Change	Chapters 13 and 14	Presentation of Dilemma Three Discussion of Dilemma Four
11	Planning and Control	See reading under Course Readings	Presentation of Dilemma Four Discussion of Dilemma Five Case report writing workshop Planning Exercise
12	Business Ethics and Corporate Social Responsibility	Chapter 2 (2.4) plus additional reading under Course Readings	Presentation of Dilemma Five Class Exercises on Ethics
13	Course Review		Assignment 3 preparation and presentations if necessary.
14			<b>Assessment 3 due Sunday of Week 14 by 11:59 pm SGT</b>

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

# CONTACTS

## School Offices

### Newcastle Business School – Callaghan, Newcastle City & Online

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### PSB Academy Enquiries

Log your question or request to the PSB Program Executives at the following website:  
<http://www.psb-academy.edu.sg/eng>  
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### Newcastle Australia Institute of Higher Education Pte Ltd

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# ADDITIONAL INFORMATION

## Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

\*Skills are those identified for the purposes of assessment task(s).

<b>Communication Methods</b>	<p>Communication methods used in this course include:</p> <ul style="list-style-type: none"> <li>- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.</li> <li>- Email: Students will receive communications via their student email account.</li> <li>- Face to Face: Communication will be provided via face to face meetings or supervision.</li> </ul>
<b>Course Evaluation</b>	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
<b>Oral Interviews</b>	As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the <u>Oral Examination Guidelines</u> . In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the <u>Student Conduct Rule</u> .
<b>Academic Misconduct</b>	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <a href="https://policies.newcastle.edu.au/document/view-current.php?id=35">https://policies.newcastle.edu.au/document/view-current.php?id=35</a>
<b>Adverse Circumstances</b>	<p>The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:</p> <ol style="list-style-type: none"> <li>1. the assessment item is a major assessment item; or</li> <li>2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;</li> <li>3. you are requesting a change of placement; or</li> <li>4. the course has a compulsory attendance requirement.</li> </ol> <p>Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: <a href="https://policies.newcastle.edu.au/document/view-current.php?id=236">https://policies.newcastle.edu.au/document/view-current.php?id=236</a></p>
<b>Important Policy Information</b>	The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

*This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.*

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