



## UNSW Course Outline

# MNGT5272 Managing People and Organisations (Full-time, Session 2, Kensington) - 2024

Published on the 14 May 2024

## General Course Information

Course Code : MNGT5272

Year : 2024

Term : Term 2

Teaching Period : T2

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : AGSM MBA Programs

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

[Useful Links](#)

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

The objective of this course is to enhance your skills for managing people, teams and

organisations. We will examine the key factors that contribute to performance and the role you can play as a manager in helping your organisation succeed. You will gain knowledge to effectively analyse and assemble the skills, talents and resources of individuals and groups to solve organisational problems, and be challenged to develop a clearer sense of who you are and your impact in a variety of managerial situations. Theories, models and research will be discussed and applied through case studies, activities and reflection on work experience. Each topic has been selected to help you better manage yourself, other people, groups and organisations.

# Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Describe and critically discuss different frameworks and models that inform the life of a manager inside organisations.	• PLO1 : Business Knowledge
CLO2 : Apply the frameworks to engage in critical reflection of your experiences regarding various managerial roles you take part in.	• PLO7 : Leadership Development
CLO3 : Integrate various management functions and roles to develop and communicate strategies for effective and efficient managerial behaviour.	• PLO2 : Problem Solving • PLO3 : Business Communication
CLO4 : Recognise how the environment within and outside of the organisation impacts how you can manage and lead others, teams and the organisation.	• PLO7 : Leadership Development
CLO5 : Analyse and discuss how teams work in organisations to design, manage and lead effective teams.	• PLO4 : Teamwork
CLO6 : Appraise potential biases in decision-making to make defendable decisions based on critical evidence.	• PLO2 : Problem Solving
CLO7 : Identify how to adapt to changing business trends to remain an effective and efficient manager.	• PLO7 : Leadership Development
CLO8 : Understand the importance of stakeholders and ethical behaviour to ensure you are a responsible manager in a responsible organisation.	• PLO5 : Responsible Business Practice

Course Learning Outcomes	Assessment Item
CLO1 : Describe and critically discuss different frameworks and models that inform the life of a manager inside organisations.	<ul style="list-style-type: none"> <li>• Assessment 1: Reflection on Simulation</li> <li>• Assessment 2 Part A: Organisational Action Learning Review (OALR) - Report</li> <li>• Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral</li> <li>• Assessment 3: Participation</li> </ul>
CLO2 : Apply the frameworks to engage in critical reflection of your experiences regarding various managerial roles you take part in.	<ul style="list-style-type: none"> <li>• Assessment 1: Reflection on Simulation</li> <li>• Assessment 2 Part A: Organisational Action Learning Review (OALR) - Report</li> <li>• Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral</li> </ul>
CLO3 : Integrate various management functions and roles to develop and communicate strategies for effective and efficient managerial behaviour.	<ul style="list-style-type: none"> <li>• Assessment 3: Participation</li> <li>• Assessment 1: Reflection on Simulation</li> </ul>
CLO4 : Recognise how the environment within and outside of the organisation impacts how you can manage and lead others, teams and the organisation.	<ul style="list-style-type: none"> <li>• Assessment 2 Part A: Organisational Action Learning Review (OALR) - Report</li> <li>• Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral</li> </ul>
CLO5 : Analyse and discuss how teams work in organisations to design, manage and lead effective teams.	<ul style="list-style-type: none"> <li>• Assessment 1: Reflection on Simulation</li> <li>• Assessment 2 Part A: Organisational Action Learning Review (OALR) - Report</li> <li>• Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral</li> </ul>
CLO6 : Appraise potential biases in decision-making to make defendable decisions based on critical evidence.	<ul style="list-style-type: none"> <li>• Assessment 3: Participation</li> <li>• Assessment 1: Reflection on Simulation</li> <li>• Assessment 2 Part A: Organisational Action Learning Review (OALR) - Report</li> <li>• Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral</li> </ul>
CLO7 : Identify how to adapt to changing business trends to remain an effective and efficient manager.	<ul style="list-style-type: none"> <li>• Assessment 2 Part A: Organisational Action Learning Review (OALR) - Report</li> <li>• Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral</li> </ul>
CLO8 : Understand the importance of stakeholders and ethical behaviour to ensure you are a responsible manager in a responsible organisation.	<ul style="list-style-type: none"> <li>• Assessment 2 Part A: Organisational Action Learning Review (OALR) - Report</li> <li>• Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral</li> </ul>

## Learning and Teaching Technologies

Moodle - Learning Management System

## Learning and Teaching in this course

# Additional Course Information

## Structure:

Unit 1: Managers and Management, plus Responsible Management in the context of MPO

Unit 2: Management is decision-making

Unit 3: Management is sense-making

Unit 4: Management is network building

Unit 5: Management is teaming

Unit 6: Management is influencing

Unit 7: Management is motivating employees

Unit 8: Management is managing performance

Unit 9: Management is recruiting, selecting and socialising new employees

Unit 10: Management is managing your boss

## Responsible Management Curriculum at AGSM:

The Responsible Management Curriculum at AGSM is a whole-of-program systematic approach to embedding responsible management in your MBA education. This includes ethical, sustainable and inclusive decision-making and action. The curriculum offers an optional component enabling you to achieve an additional credential.

### ***Responsible Management Foundations***

You will complete this module as part of your *Foundations of Management* course. It will help you to understand the fundamental challenges encountered by leaders today and to acquire the skills that can help you to solve them.

### ***During MBA Core Courses***

***Responsible Management in Context:*** Week 1 of every core course includes content on the material issues relating to responsible management in that discipline. This will help you to

understand these material issues and to apply your foundational knowledge of responsible management to solving these most challenging problems faced by managers today.

***Responsible Management in Action:*** You will have the opportunity to engage in guided discussions with thought leaders in responsible management. These sessions are optional. However, they are a requirement for those students seeking to become an AGSM Fellow of Responsible Management.

#### ***Post-MBA (optional) - Fellowship of Responsible Management***

Students have the opportunity to achieve the credential 'AGSM Fellow of Responsible Management'. This requires participation in *Responsible Management in Action* (see above) each term and submission of a Responsible Management Portfolio prior to graduation. The final requirement is for each applicant to complete a viva in front of a panel of esteemed leaders at graduation. Successful candidates will be awarded the postnominal FRM and a digital credential.

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Assessment 1: Reflection on Simulation Assessment Format: Group	30%	Due Date: Friday of Week 6 by 3pm Sydney time	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO5 : Responsible Business Practice</li></ul>
Assessment 2 Part A: Organisational Action Learning Review (OALR) - Report Assessment Format: Individual Short Extension: Yes (7 days)	30%	Due Date: Monday of Week 9 by 3pm Sydney time	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO7 : Leadership Development</li></ul>
Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral Assessment Assessment Format: Individual	20%	Due Date: To be scheduled in Week 11 or Week 12 (time slots can be pre-booked via Moodle from Week 6)	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO7 : Leadership Development</li></ul>
Assessment 3: Participation Assessment Assessment Format: Individual	20%	Due Date: Throughout the term, with submission of journal report by Monday of Week 12 at 3pm Sydney time	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li></ul>

## Assessment Details

### Assessment 1: Reflection on Simulation

#### Assessment Overview

Your team will prepare a report that critically reflects on an in-class simulation.

#### Course Learning Outcomes

- CLO1 : Describe and critically discuss different frameworks and models that inform the life of a manager inside organisations.
- CLO2 : Apply the frameworks to engage in critical reflection of your experiences regarding various managerial roles you take part in.
- CLO3 : Integrate various management functions and roles to develop and communicate

strategies for effective and efficient managerial behaviour.

- CLO5 : Analyse and discuss how teams work in organisations to design, manage and lead effective teams.
- CLO6 : Appraise potential biases in decision-making to make defendable decisions based on critical evidence.

#### Assessment Length

2,000 words

### **Assessment 2 Part A: Organisational Action Learning Review (OALR) - Report**

#### Assessment Overview

This assessment gives you the opportunity to apply concepts learned in the course to your own organisational life by analysing a specific incident that you could have handled more effectively.

#### Course Learning Outcomes

- CLO1 : Describe and critically discuss different frameworks and models that inform the life of a manager inside organisations.
- CLO2 : Apply the frameworks to engage in critical reflection of your experiences regarding various managerial roles you take part in.
- CLO4 : Recognise how the environment within and outside of the organisation impacts how you can manage and lead others, teams and the organisation.
- CLO5 : Analyse and discuss how teams work in organisations to design, manage and lead effective teams.
- CLO6 : Appraise potential biases in decision-making to make defendable decisions based on critical evidence.
- CLO7 : Identify how to adapt to changing business trends to remain an effective and efficient manager.
- CLO8 : Understand the importance of stakeholders and ethical behaviour to ensure you are a responsible manager in a responsible organisation.

#### Assessment Length

2,000 words

### **Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral**

#### Assessment Overview

This assessment gives you the opportunity to demonstrate your depth of knowledge, and critical and creative thinking, by engaging in a genuine, unscripted conversation with your Facilitator, framed around your OALR report (Part A of this assessment).

### Course Learning Outcomes

- CLO1 : Describe and critically discuss different frameworks and models that inform the life of a manager inside organisations.
- CLO2 : Apply the frameworks to engage in critical reflection of your experiences regarding various managerial roles you take part in.
- CLO4 : Recognise how the environment within and outside of the organisation impacts how you can manage and lead others, teams and the organisation.
- CLO5 : Analyse and discuss how teams work in organisations to design, manage and lead effective teams.
- CLO6 : Appraise potential biases in decision-making to make defendable decisions based on critical evidence.
- CLO7 : Identify how to adapt to changing business trends to remain an effective and efficient manager.
- CLO8 : Understand the importance of stakeholders and ethical behaviour to ensure you are a responsible manager in a responsible organisation.

### Assessment Length

10 minutes

## Assessment 3: Participation

### Assessment Overview

You will submit a journal with entries for each week of the term that reflect on your contributions to the class learning community.

### Course Learning Outcomes

- CLO1 : Describe and critically discuss different frameworks and models that inform the life of a manager inside organisations.
- CLO3 : Integrate various management functions and roles to develop and communicate strategies for effective and efficient managerial behaviour.
- CLO6 : Appraise potential biases in decision-making to make defendable decisions based on critical evidence.

### Assessment Length

200 words (maximum) for weekly participation reflections (i.e. no more than 2,000 total words in the submitted journal)

## General Assessment Information

### Grading Basis

Standard

### Requirements to pass course

Students are expected to attempt all assessment requirements, and must achieve a composite

mark of at least 50 out of 100 to pass the course.

Students are also expected to actively engage in course learning activities. Failure to engage in assessment tasks that are integrated into learning activities (e.g. class discussion, presentations) will be reflected in the marks for these assessable activities.

## Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Topic	Unit 1: Managers and Management, plus Responsible Management in the context of MPO
	Assessment	Assessment 3: Participation
Week 2 : 3 June - 9 June	Topic	Unit 2: Management is Decision-making
	Assessment	Assessment 3: Participation
Week 3 : 10 June - 16 June	Topic	Unit 3: Management is Sense-making
	Assessment	Assessment 3: Participation
Week 4 : 17 June - 23 June	Topic	Unit 4: Management is Network Building
	Assessment	Assessment 3: Participation
Week 5 : 24 June - 30 June	Topic	Unit 5: Management is Teaming
	Assessment	Assessment 3: Participation
Week 6 : 1 July - 7 July	Other	Independent Study Week
	Assessment	Assessment 1: Reflection on simulation due on Friday by 3pm Sydney time
Week 7 : 8 July - 14 July	Topic	Unit 6: Management is Influencing
	Assessment	Assessment 3: Participation
Week 8 : 15 July - 21 July	Topic	Unit 7: Management is Motivating Employees
	Assessment	Assessment 3: Participation
Week 9 : 22 July - 28 July	Topic	Unit 8: Management is Managing Performance
	Assessment	Assessment 2 Part A: Organisational action learning review (OALR) report due on Monday by 3pm Sydney time Assessment 3: Participation
Week 10 : 29 July - 4 August	Topic	Unit 9: Management is Recruiting, Selecting and Socialising New Employees
	Assessment	Assessment 3: Participation
Week 11 : 5 August - 11 August	Topic	Unit 10: Management is Managing Your Boss
	Assessment	Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral due this week or in Week 12 Assessment 3: Participation
Week 12 : 12 August - 18 August	Assessment	Assessment 2 Part B: Organisational Action Learning Review (OALR) - Interactive Oral due this week if not conducted last week Assessment 3: Class Participation - Learning Journal report due by Monday at 3pm Sydney time

## Attendance Requirements

Students must attend the scheduled in-person three-hour facilitated class discussions.

# Course Resources

## Prescribed Resources

You have three major resources to help you learn.

1. **The course materials and the effort you will put into them** All the readings and resources for this course have been carefully chosen to highlight and supplement the key learning for each topic. While some readings, case studies and video links are fairly recent, a few are some years old and may at first glance seem dated. Be assured that this is not the case. Often, principles and frameworks about general human behaviour we encounter in this course are 'timeless'. We have, at times, purposely chosen 'classic' readings, which are as true today as they were when they were written
2. **The classes with your facilitator** The facilitator's job is to guide your learning by conducting class discussions, answering questions that might arise for you after you have done the work in preparation for the classes, providing insights from their practical experience and understanding of theory, providing you with feedback on your assessments and directing discussions and debates that will occur between you and your co-participants in the classroom.
3. **Your co-participants** Your colleagues in the class are an invaluable potential source of learning for you. Their experience in similar and different jobs and industries, and their willingness to question and argue with the course materials, the facilitator and your own views, represent a great learning opportunity. They bring much valuable insight to the learning experience.

## Other resources

BusinessThink is UNSW's free, online business publication. It is a platform for business research, analysis and opinion. If you would like to subscribe to BusinessThink and receive the free monthly e-newsletter with the latest in research, opinion and business then go to [BusinessThink](#)

## Course Evaluation and Development

Overall, the feedback from this course has been positive, with students feeling that the experiential approach to the course, including role plays, simulation and case studies, was valuable to their learning. As well, mention was made of the value of having guest speakers.

In terms of potential course improvements, there were a few comments about the spacing/timing of assessments, and the desire for more readings.

For this year, the assessments have been reviewed and some have been revised, and you will receive more structured course materials with readings.

# Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator	Andrew Valentine					No	Yes

## Other Useful Information

### Academic Information

#### COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support page](#).

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

#### STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support page](#). For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

## Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

## Submission of Assessment Tasks

### SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a

- supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
  4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
  5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
  6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
  7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

## LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

## FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with

feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

## Faculty-specific Information

### PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

### COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

### QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

## TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.