



UNSW

UNSW Course Outline

MNGT5095 Foundations of Management - 2024

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General Course Information

Course Code : MNGT5095

Year : 2024

Term : Term 1

Teaching Period : T1C

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : AGSM MBA Programs

Delivery Mode : In Person

Delivery Format : Non Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

This course provides the foundations on which your MBA is built. Throughout the course, you and your cohort will be introduced to foundational concepts and skills in critical areas including:

- High-performing Teams
- Cross-cultural Leadership
- Communicating with Influence
- Complex Problem-solving
- Ethical Leadership
- Self Leadership
- Adaptive Leadership

The course culminates in Leadership Week followed by ALiCE (Adaptive Leadership in Complex Environments), an experiential week that will allow you to work in teams to review, integrate and apply all your newly acquired knowledge and skills gained throughout the Foundations course in complex and high-pressure situations.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Apply knowledge relating to leadership, ethics and sustainability, cross-cultural leadership and complex problem solving, in the contexts of local and global business	• PLO1 : Business Knowledge
CLO2 : Apply structured problem-solving to navigate complexity and solve complex business problems	• PLO2 : Problem Solving
CLO3 : Develop persuasive communication skills (oral and written) that help you to influence others	• PLO3 : Business Communication
CLO4 : Create and contribute to high- performing teams and enable diversity to leverage the individual differences and strengths of all team members	• PLO4 : Teamwork
CLO5 : Understand the ethical, social and environmental considerations when making decisions and apply ethical frameworks and concepts to address business challenges responsibly	• PLO5 : Responsible Business Practice
CLO6 : Recognise and respect the cultural norms, beliefs and values of others, and apply this knowledge to interact, communicate and work effectively	• PLO6 : Global and Cultural Competence
CLO7 : Understand and apply key principles and methods of leadership development and apply a variety of techniques to improve your leadership	• PLO7 : Leadership Development

Course Learning Outcomes	Assessment Item
CLO1 : Apply knowledge relating to leadership, ethics and sustainability, cross-cultural leadership and complex problem solving, in the contexts of local and global business	<ul style="list-style-type: none"> • Participation and engagement • Responsible Management Foundations - Reflection Questions • Reflections on ALiCE
CLO2 : Apply structured problem-solving to navigate complexity and solve complex business problems	<ul style="list-style-type: none"> • Participation and engagement • Reflections on ALiCE
CLO3 : Develop persuasive communication skills (oral and written) that help you to influence others	<ul style="list-style-type: none"> • Participation and engagement
CLO4 : Create and contribute to high-performing teams and enable diversity to leverage the individual differences and strengths of all team members	<ul style="list-style-type: none"> • Participation and engagement
CLO5 : Understand the ethical, social and environmental considerations when making decisions and apply ethical frameworks and concepts to address business challenges responsibly	<ul style="list-style-type: none"> • Responsible Management Foundations - Reflection Questions • Participation and engagement
CLO6 : Recognise and respect the cultural norms, beliefs and values of others, and apply this knowledge to interact, communicate and work effectively	<ul style="list-style-type: none"> • Participation and engagement
CLO7 : Understand and apply key principles and methods of leadership development and apply a variety of techniques to improve your leadership	<ul style="list-style-type: none"> • Responsible Management Foundations - Reflection Questions • Reflections on ALiCE • Participation and engagement

Learning and Teaching Technologies

Moodle - Learning Management System

Additional Course Information

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 this 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
Participation and engagement Assessment Format: Individual	50%	Due Date: Attendance at all sessions and active participation in all activities	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO4 : Teamwork• PLO5 : Responsible Business Practice• PLO6 : Global and Cultural Competence• PLO7 : Leadership Development
Responsible Management Foundations - Reflection Questions Assessment Format: Individual Short Extension: Yes (7 days)	30%	Due Date: Friday 24 May 2024 by 11.59pm Sydney time	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO5 : Responsible Business Practice• PLO7 : Leadership Development
Reflections on ALiCE Assessment Format: Individual Short Extension: Yes (7 days)	20%	Due Date: Sunday 26 May 2024 by 11.59pm Sydney time	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO7 : Leadership Development

Assessment Details

Participation and engagement

Course Learning Outcomes

- CLO1 : Apply knowledge relating to leadership, ethics and sustainability, cross-cultural leadership and complex problem solving, in the contexts of local and global business
- CLO2 : Apply structured problem-solving to navigate complexity and solve complex business problems
- CLO3 : Develop persuasive communication skills (oral and written) that help you to influence others
- CLO4 : Create and contribute to high- performing teams and enable diversity to leverage the individual differences and strengths of all team members
- CLO5 : Understand the ethical, social and environmental considerations when making decisions and apply ethical frameworks and concepts to address business challenges responsibly
- CLO6 : Recognise and respect the cultural norms, beliefs and values of others, and apply this

- knowledge to interact, communicate and work effectively
- CLO7 : Understand and apply key principles and methods of leadership development and apply a variety of techniques to improve your leadership

Assessment Length

N/A

Responsible Management Foundations - Reflection Questions

Course Learning Outcomes

- CLO1 : Apply knowledge relating to leadership, ethics and sustainability, cross-cultural leadership and complex problem solving, in the contexts of local and global business
- CLO5 : Understand the ethical, social and environmental considerations when making decisions and apply ethical frameworks and concepts to address business challenges responsibly
- CLO7 : Understand and apply key principles and methods of leadership development and apply a variety of techniques to improve your leadership

Assessment Length

1,000-1,500 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Reflections on ALiCE

Course Learning Outcomes

- CLO1 : Apply knowledge relating to leadership, ethics and sustainability, cross-cultural leadership and complex problem solving, in the contexts of local and global business
- CLO2 : Apply structured problem-solving to navigate complexity and solve complex business problems
- CLO7 : Understand and apply key principles and methods of leadership development and apply a variety of techniques to improve your leadership

Assessment Length

1,000-1,500 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

General Assessment Information

Grading Basis

Satisfactory

Requirements to pass course

In order for the six units of credit of this course to be included in the calculation of your academic standing, you must successfully complete all three assessment components. You either complete the course with a Successful grading or an Unsatisfactory Fail grading. You will not receive a numeric grade for this course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 - 6 to 12 May 2024	Assessment	Assessment 1: Participation and engagement
Week 2 - 13 to 19 May 2024	Assessment	Assessment 1: Participation and engagement
Week 3 - 20 to 26 May 2024	Assessment	Assessment 1: Participation and engagement Assessment 2: Responsible Management Foundations - Reflection Questions 1 and 2 due on Friday 24 May 2024 by 11.59pm Sydney time Assessment 3: Reflections on ALiCE due on Sunday 26 May 2024 by 11.59pm Sydney time

Attendance Requirements

Students must attend all classes and activities across the three weeks of the course.

Course Resources

Prescribed Resources

Course materials

You will be given a link to the eBook containing your course materials in your Moodle class site.

Other resources

BusinessThink

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 [Link](#)

Course Evaluation and Development

This year, we have further refined and improved the ALiCE experiential program. We have extended the experiential live simulation to allow additional opportunities for students to practise and develop their leadership, teamwork and crisis-management skills, and to allow additional

opportunities for peer-learning and cohort bonding.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator in charge	Michele Roberts					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.