



UNSW Course Outline

MGMT2721 Managing People - 2024

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General Course Information

Course Code : MGMT2721

Year : 2024

Term : Term 3

Teaching Period : T3

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Management and Governance

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

Managing People will provide you with an evidence-based understanding of the core theories and concepts of managing human behaviour in organisations. In this course, we will cover a variety of theories and concepts to provide a foundational understanding of the attributes of individual

behaviour in organisations, including personality, motivation, decision-making, as well as interpersonal behaviours, including teamwork, power and influence, leadership, and communication. MGMT2721 covers recent developments applicable to contemporary organisations and equips students with a fundamental theoretical understanding of human behaviours which can be used to resolve the most common workplace issues and problems.

Note: This course cannot be undertaken by Business School students who are majoring in Human Resource Management or Management.

Course Aims

This course introduces students to the knowledge and skills required to successfully manage people in a global economy, based on contemporary research and practice. It will explore how to manage yourself and others at work. Throughout the course you will cover theoretical frameworks, concepts, and practical tools to assist you in managing yourself and others for their personal benefit and the benefit of your organisation. Topics include: leadership, decision-making, teamwork, motivation, power and influence, communication, personality, emotional intelligence, and emerging professional skills.

MGMT2721 Managing People is an introduction to how different people interact in and with organisations. The course aims to provide an exploration of individual, team and organisational phenomena. MGMT2721 will also explore a range of interventions that enhance individual and team performance, as well as well-being (e.g., leadership, work design, and organisational culture). By the end of this course, you will have a better understanding of how employers and employees can improve performance and well-being for mutual advantage.

Relationship to Other Courses

By the end of this course, you will have a better understanding of a wide variety of organisational behaviour phenomena and challenges and how to apply them to you personally. You will also have learned a variety of strategies for improving your own (and others) effectiveness in organisations. The main aims of the course are to help you to: 1) better understand and apply OB concepts and findings to solve real-world problems; 2) more effectively lead yourself and others, and 3) communicate more persuasively with others.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Explain organisational behaviour concepts and findings.	<ul style="list-style-type: none">PLO1 : Business Knowledge
CLO2 : Apply advanced organisational behaviour concepts and findings to solve complex real-world problems, demonstrating critical thinking and ethical decision-making in leadership roles.	<ul style="list-style-type: none">PLO2 : Problem SolvingPLO5 : Responsible Business Practice
CLO3 : Exhibit leadership in promoting effective individual and teamwork management, showcasing critical thinking skills.	<ul style="list-style-type: none">PLO2 : Problem SolvingPLO4 : TeamworkPLO7 : Leadership Development
CLO4 : Communicate effectively, both in writing and video, to convey complex ideas individually and in a team context.	<ul style="list-style-type: none">PLO3 : Business Communication

Course Learning Outcomes	Assessment Item
CLO1 : Explain organisational behaviour concepts and findings.	<ul style="list-style-type: none">Quiz and Tutorial WorkApplication of course concepts in weekly management challenges – Individual workApplication of course concepts in weekly management challenges - Group Work
CLO2 : Apply advanced organisational behaviour concepts and findings to solve complex real-world problems, demonstrating critical thinking and ethical decision-making in leadership roles.	<ul style="list-style-type: none">Quiz and Tutorial WorkApplication of course concepts in weekly management challenges – Individual workApplication of course concepts in weekly management challenges - Group Work
CLO3 : Exhibit leadership in promoting effective individual and teamwork management, showcasing critical thinking skills.	<ul style="list-style-type: none">Quiz and Tutorial WorkApplication of course concepts in weekly management challenges – Individual workApplication of course concepts in weekly management challenges - Group Work
CLO4 : Communicate effectively, both in writing and video, to convey complex ideas individually and in a team context.	<ul style="list-style-type: none">Quiz and Tutorial WorkApplication of course concepts in weekly management challenges – Individual workApplication of course concepts in weekly management challenges - Group Work

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

MGMT2721 has been designed to provide research-based concepts, frameworks, and skills useful for identifying and overcoming organisational behaviour challenges people commonly face in organisations. To do this, we cover a range of research-backed and practically oriented materials.

Learning and teaching in this course will be based upon the principles of 'rigour and relevance'. 'Rigour' describes the validity of the content of this course. Organisational behaviour is more than 'common sense'. The frameworks, theories, and facts taught in this course are rigorously researched by psychologists, sociologists, anthropologists, and also those with a business background. Utilising this rigorous research evidence for selecting and implementing the most appropriate structures, processes, and people in organisations provides both organisations and employees with a critical competitive advantage and also ensures that employee well-being is maintained.

The theme of 'relevance' highlights the applied nature of the course. The material has been selected and developed so that it addresses practical problems. Moreover, you will need to analyse real-world situations and apply the ideas and concepts discussed in the online lectures and tutorials to understand these problems.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Quiz and Tutorial Work Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: Not Applicable
Application of course concepts in weekly management challenges – Individual work Assessment Format: Individual	50%	Start Date: Not Applicable Due Date: Video Reflection# 1: Oct 4, 4pm; Everest Personal Reflection: Oct 11, 4pm; Video Reflection 2: Nov 15, 4pm
Application of course concepts in weekly management challenges - Group Work Assessment Format: Group	30%	Start Date: Not Applicable Due Date: Week 8 during tutorial

Assessment Details

Quiz and Tutorial Work

Assessment Overview

Tutorial Quizzes and engagement in tutorial activities.

Assesses PLO1, PLO2, PLO3, PLO4, PLO7

myBCom Points for PLO4

Course Learning Outcomes

- CLO1 : Explain organisational behaviour concepts and findings.
- CLO2 : Apply advanced organisational behaviour concepts and findings to solve complex real-world problems, demonstrating critical thinking and ethical decision-making in leadership roles.
- CLO3 : Exhibit leadership in promoting effective individual and teamwork management, showcasing critical thinking skills.
- CLO4 : Communicate effectively, both in writing and video, to convey complex ideas individually and in a team context.

Detailed Assessment Description

Weeks 1-5, 7-10, during tutorials

Weekly tutorial engagement and tutorial quizzes.

For details, please see the MGMT2721 Assessment Document available on the Moodle course website.

Assessment Length

various

Assessment information

Special Considerations:

Short extensions are NOT available for this assessment. Requests for extensions to submit this assessment task can only be applied through UNSW's Special Consideration.

Assignment submission Turnitin type

Not Applicable

Generative AI Permission Level

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see [here](#).

Application of course concepts in weekly management challenges – Individual work

Assessment Overview

Application of course concepts in weekly management challenges. There are a number of individual submissions for this task.

Assesses: PLO1, PLO2, PLO3, PLO4, PLO7

Course Learning Outcomes

- CLO1 : Explain organisational behaviour concepts and findings.
- CLO2 : Apply advanced organisational behaviour concepts and findings to solve complex real-world problems, demonstrating critical thinking and ethical decision-making in leadership roles.
- CLO3 : Exhibit leadership in promoting effective individual and teamwork management, showcasing critical thinking skills.
- CLO4 : Communicate effectively, both in writing and video, to convey complex ideas individually and in a team context.

Detailed Assessment Description

Everest Personal Reflection

Reflect on your own performance in the Everest simulation and share your insights in no more than 500 words

Due: Friday, October 11, 4:00pm

Video Reflection Assessment

short video responses to prerecorded questions via online submission

Part 1: Due Friday, October 4, 4:00pm

Part 2: Due Friday, November 15, 4:00pm

Assessment Length

N/A

Assignment submission Turnitin type

Not Applicable

Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

Application of course concepts in weekly management challenges - Group Work

Assessment Overview

Application of course concepts in weekly management challenges as a group.

Assesses: PLO1, PLO2, PLO3, PLO4, PLO7

Course Learning Outcomes

- CLO1 : Explain organisational behaviour concepts and findings.
- CLO2 : Apply advanced organisational behaviour concepts and findings to solve complex real-world problems, demonstrating critical thinking and ethical decision-making in leadership roles.
- CLO3 : Exhibit leadership in promoting effective individual and teamwork management, showcasing critical thinking skills.
- CLO4 : Communicate effectively, both in writing and video, to convey complex ideas individually and in a team context.

Detailed Assessment Description

Everest Team Presentation

Team presentation during Week 8 tutorial reflecting on your teams' experience of the Everest simulation considering concepts

For details, please see the MGMT2721 Assessment Document available on the Moodle course website.

Assessment Length

7-minute presentation

Assignment submission Turnitin type

Not Applicable

Generative AI Permission Level

Planning/Design Assistance

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the tool, software or service should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

If your Convenor has concerns that your answer contains passages of AI-generated text or media that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text and media as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

General Assessment Information

Grading Basis

Standard

Requirements to pass course

In order to pass this course, you must achieve a composite mark of at least 50 out of 100.

You are expected to attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Topic	Introduction to Managing People
	Lecture	Introduction to Managing People and Individual Differences and Perceptions
	Reading	Chapter 1: Organizational Behaviour
Week 2 : 16 September - 22 September	Topic	Individual Differences and Perceptions
	Lecture	NO LECTURE IN WEEK 2
	Reading	Chapter 3: Understanding People at Work: Individual Differences and Perception
Week 3 : 23 September - 29 September	Topic	Theories of Motivation
	Lecture	Theories and Motivation and Managing Stress and Emotions
	Reading	Chapter 5: Theories of Motivation Chapter 6: Designing a Motivating Work Environment
Week 4 : 30 September - 6 October	Topic	Managing Stress and Emotions
	Lecture	NO LECTURE IN WEEK 4
	Reading	Chapter 7: Managing Stress and Emotions
	Assessment	Video Reflection Assessment: Part 1 Due Friday, October 4, at 4:00pm
Week 5 : 7 October - 13 October	Topic	Managing Groups and Teams
	Lecture	Everest Team Simulation Lecture attendance required for successful completion of Assessment 3.
	Reading	Chapter 9: Managing Groups and Teams
	Assessment	Everest Personal Reflection due on Friday, October 4 at 4:00pm
Week 7 : 21 October - 27 October	Topic	Making Decisions
	Lecture	Managing Groups and Teams and Making Decisions
	Reading	Chapter 11: Making Decisions
Week 8 : 28 October - 3 November	Topic	Power and Politics
	Lecture	NO LECTURE IN WEEK 8
	Reading	Chapter 13: Power and Politics
	Assessment	Everest Team Presentation, during Week 8 tutorial
Week 9 : 4 November - 10 November	Topic	Leading People within Organisations
	Lecture	Power and Politics and Leading People within Organisations
	Reading	Chapter 12: Leading People within Orgnaisations
Week 10 : 11 November - 17 November	Topic	Developing Managerial and Career Skills
	Lecture	NO LECTURE IN WEEK 10
	Reading	No textbook chapter assigned for Week 10. Please watch media posted for Moodle for this week.
	Assessment	Video Reflection Assessment (Part 2) Due Friday, November 15 at 4:00pm

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

MGMT2721 consists of a combination of several live lectures (lecture recordings will be available) and weekly interactive tutorials.

Lectures are scheduled for September 10 (Week 1), September 24 (Week 3), October 8 (Week 5), October 22 (Week 7), and November 5 (Week 9).

There are no lectures on September 17 (Week 2), October 1 (Week 4), October 29 (Week 8), and November 12 (Week 10).

Attendance of the Week 5 lecture is required for a successful completion of Assessments 2 and 3.

Attendance in weekly tutorials is essential, and students are expected to come prepared to each tutorial having read the relevant textbook chapters.

Course Resources

Prescribed Resources

The textbook for this course is a free, open-source textbook titled 'Organizational Behavior', which can be found here: [Organizational Behavior Textbook](#)

You can use the online version (free) or download a PDF version (free). Alternatively, you can purchase a paperback or hardcopy version of the book via the website.

Please visit the Moodle course page for additional course materials.

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.

This course is continually being refined and improved through a sustained process of stakeholder consultation, planning, and course redesign. Prior student feedback has influenced the topics covered, the use of a reduced number of regular assessments rather than large end-of-year exams, and having meaningful and authentic assessments that not only focus on writing tasks, but also on hands-on assessment tasks that provide the opportunity to apply course concepts to real-world situations.

Throughout the course, we will make available multiple opportunities for you to provide feedback, both informally and through the formal end of semester course evaluation using UNSW's myExperience survey in order to make this course as useful as possible for your and future students.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Markus Grot h		Business School Building #516		by appointment	No	Yes
Tutor	Gwar Dambu dzo				by appointment	No	No
	Ardalan Same ti				by appointment	No	No

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 [Policies and Guidelines](#) 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 [Policies and Guidelines](#) page. For PG Research PLOs, including MPDBS, please refer to [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 Code of Conduct](#) with respect to academic integrity, the University may take disciplinary action. 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 Code of Conduct, 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

SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the [UNSW Current Students](#) page.

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.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. 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. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW [Current Students](#) page.

LATE SUBMISSION PENALTIES

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. In the case of an approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the extended deadline, the assessment cannot be submitted.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment 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.