

VICTORIA UNIVERSITY OF WELLINGTON  
*Te Whare Wānanga o te Ūpoko o te Ika a Māui*



## **Victoria Management School**

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# **MGMT 202 ORGANISATIONAL BEHAVIOUR**

Trimester One 2005 – Distance Students

## **COURSE OUTLINE**

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# 1 Introduction and contacts

Kia ora and welcome to Management 202, Organisational behaviour. This course in organisational behaviour explores a number of widespread theoretical ideas that will enable you to better understand, work with and manage people in organisational settings. In particular, this course will give you insights into facets of human behaviour in a contemporary New Zealand context.

In general the course aims to provide hands-on experiences for you, thereby encouraging you to make use of your own experiences. The authors of the course text have used case studies to contextualise the material and have also raised questions that can be answered by applying theoretical ideas. They have used interesting cases and have located the material in New Zealand so that it is relevant to your life.

## **Contacts**

### **Course Coordinator**

### **Dr Hans Hansen**

Address

Victoria Management School  
Victoria University of Wellington  
PO Box 600 Wellington

Email

Hans Hansen@vuw.ac.nz

Telephone

04 463 5066

Contact the **Course Coordinator** if you

- need to apply for an extension of time for submitting an assignment
- have issues that you are unable to discuss with the Tutorial Coordinator.

### **Tutorial Coordinator**

### **tbc**

Address

Victoria Management School,  
Victoria University of Wellington  
PO Box 600, Wellington

Email

tbc@vuw.ac.nz

Telephone

04 463 6968

Contact the **Tutorial Coordinator** if you

- experience problems with the administration of the paper
- are unable to make contact with your tutor
- have issues that you are unable to discuss with your tutor.

## **Tutor**

Your tutor is the person you will have the most contact with.

**Your tutor's name and contact details are in the front of your folder.**

Your tutor will get in touch with you in the first two weeks of the course to establish contact details. They will want to talk to you about the material in the first module and make arrangements for regular contact throughout the rest of the course. The frequency of contact can be decided by you and your tutor, but it is a good idea to have a specific time so that you can prepare a list of queries etc. If you have any questions or problems at any other time, don't hesitate to contact your tutor directly.

It is **your tutor's** job to

- answer any general questions about academic aspects of the course, about Victoria University and University procedures
- help you to work through the study material in a timely fashion
- deal with any questions and problems that you have relating to the material or the assignments
- mark your assignments and give you constructive feedback
- generally provide a supportive contact within the University.

It is **your** responsibility to

- read all the material and do all the exercises – your tutor will help but cannot do it for you
- do the assignments – your tutor can help by discussing the material with you
- apply to the **Course Coordinator** (not to your tutor) for an extension of time for an assignment – read more about that later in the assessment section.

## **Student Learning Support Service**

You can contact this service at any time for guidance on study routines, assistance with writing and referencing and confidential feedback on any aspect of study or academic performance.

Contact:

Jan Stewart

Student Learning Support Service

Telephone: 04 463 5995

Mobile: 021 243 5995

Fax: 04 463 5400

## **Kaiwawao Maori**

This service provides social and academic support for Maori students.

Contact:

Telephone: 04 463 6001

Email: [kaiwawao-maori@vuw.ac.nz](mailto:kaiwawao-maori@vuw.ac.nz)

## **Victoria University Counselling Service**

For support and information around academic work. This is not an emergency service. You will receive a reply within 72 hours.

Email: [counselling-service@vuw.ac.nz](mailto:counselling-service@vuw.ac.nz)

## **VUW library services for distance students**

Contact:

Christine Quill Distance Librarian

Telephone: 04 463 5694

Email: [lending-distance@vuw.ac.nz](mailto:lending-distance@vuw.ac.nz)

Fax: 04 463 6663

Post: Distance Lending Services

VUW Library

PO Box 3438, Wellington

Website: <http://www.vuw.ac.nz/library/>

## **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

## **Student Conduct and Staff Conduct**

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: [www.vuw.ac.nz/policy/StudentConduct](http://www.vuw.ac.nz/policy/StudentConduct).

The policy on Staff Conduct can be found on the VUW website at: [www.vuw.ac.nz/policy/StaffConduct](http://www.vuw.ac.nz/policy/StaffConduct).

## **Academic Grievances**

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website: [www.vuw.ac.nz/policy/AcademicGrievances](http://www.vuw.ac.nz/policy/AcademicGrievances).

## **Plagiarism**

Victoria University defines plagiarism as the copying of ideas, organisation, wording or anything else from another source without appropriate reference or acknowledgement so that it appears to be one's own work. This includes published and unpublished work, the Internet and the work of other students and staff. Plagiarism is an example of misconduct in the Statute of Student Conduct. Students who have plagiarised are subject to a range of penalties under the Statute. See the website: [www.vuw.ac.nz/policy/StudentConduct](http://www.vuw.ac.nz/policy/StudentConduct).

## **Students with Disabilities**

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz). The name of your School's Disability Liaison Person can be obtained from the Tutorial Coordinator.

## **Student Support**

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at [www.vuw.ac.nz/st\\_services/](http://www.vuw.ac.nz/st_services/) or email [student-services@vuw.ac.nz](mailto:student-services@vuw.ac.nz).

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email [education@vuwsa.org.nz](mailto:education@vuwsa.org.nz).

## 2 Course content and resources

### **Objectives**

Organisational behaviour (OB) is about people in organisations: who they are, how they think, interact and behave, and why. This course has been developed to provide you with a knowledge base that will enable you to better understand, work with and manage other people in organisational settings. It will review key concepts and theories and address the major issues in the field of organisational behaviour and their relevance to the New Zealand workplace. Topics will include

- personality and individual behaviours
- group dynamics and interpersonal behaviour with emphasis upon communication, power and politics and teams and leadership
- organisational structure, design, culture and change.

By reading the text case studies, completing the exercises and activities and completing assessments, you will have the opportunity to develop a basic understanding of organisational behaviour. You will be able to build upon this with subsequent study and work experience.

When you have completed this course you should have gained

- a good grounding in the field of organisational behaviour as well as a heightened appreciation of its relevance to the workplace
- increased sensitivity to the importance of individual differences within the workplace with particular reference to divergent values, perceptions, attitudes, and sources of motivation and levels of commitment
- knowledge of how and why groups form and function and what makes teams effective and ineffective
- a fundamental understanding of why conflict arises within and between groups and what can be done to mediate and resolve it
- a deeper appreciation of the importance of good leadership in organisations, the range of approaches to leadership and how these can be developed
- new perspectives to help you better understand and analyse organisations including the structural, human resource, political and symbolic ‘frames’

- a deeper awareness of the challenges and risks associated with bringing about change within an organisation
- an enhanced ability to apply organisational theories and concepts to the analysis of a wide range of business situations.

## **Resources**

### **Required reading**

Each module relates to the same chapter in the course textbook. The required course textbook is

Elkin, G., Jackson, B., and Inkson, K. (2004). *Organisational Behaviour in New Zealand: Theory and Practice*. (Second edition). Pearson Education Auckland, New Zealand.

If you haven't already done so, you can order this textbook

**online** at [www.bookcentre.co.nz](http://www.bookcentre.co.nz)

**by fax** 04 471 2124

**by email** [Victoria-book-centre@vuw.co.nz](mailto:Victoria-book-centre@vuw.co.nz)

### **Internet access**

It is expected that you will have access to a computer and the Internet to participate in MGMT 202.

**Note:** Police staff in the Victoria-Police Education Programme (VPEP) will find a NZ Police document included in the front pocket of this folder that outlines procedures for the use of information technology at work. It is important that you seek the required approval at the commencement of your study if you are unable to access the Internet through a computer at home.

### **MGMT 202 on Blackboard**

To see how Blackboard works, log on to the MGMT 202 using your student password <http://blackboard.vuw.ac.nz/> during the first week of the course. At the beginning of each week new course information will be posted on Blackboard and emailed to you.

*Announcements.* The Course Coordinator will post announcements here from time to time regarding the course, assessment and the examination. When you first access Blackboard, there will be an announcement for you to read from the Course Coordinator.



## **Course content**

The most widely read organisational behaviour writer is Stephen Robbins whose classic definition of organisational behaviour describes it as a field of study that investigates the impact that individuals, groups and structure have on behaviour within an organisation, for the purpose of applying such knowledge toward improving an organisation's effectiveness.

In keeping with this definition and the most commonly used organisational behaviour model, this course is divided into five modules. Each of the modules relates to the same chapter in your course text.

**Module 1.** The first module is about the **individual** where you will study the small-scale (or micro) issues – those connected with individual people.

- Chapter 1      Organisational behaviour – context and content
- Chapter 2      Individual differences and similarities
- Chapter 3      Perception, values and ethical behaviour

**Module 2.** The second module continues the study of micro issues, concentrating on how individuals learn attitudes and behaviour, theories of motivation and organisational strategies for avoiding stress.

- Chapter 4      Learning, behaviour modifications and learning organisations
- Chapter 5      Motivation
- Chapter 6      Stress and attitudes to work

**Module 3.** The third module consists of what might be called transitional issues (often referred to as '**group issues**' because the focus has moved from an individual level of analysis to the whole organisational level).

- Chapter 7      Communication and interpersonal behaviour
- Chapter 8      Groups and teams
- Chapter 9      Leadership

**Module 4.** The fourth module is the study of the whole of **organisations**.

- Chapter 10     Organisational structure and design
- Chapter 11     Organisational culture
- Chapter 12     Organisational power, politics and conflict

**Module 5.** The fifth module continues with the theme of the whole of **organisations** and looks at organizational change, current issues and emerging challenges.

Chapter 13 Organizational change and development

Chapter 14 Organisational behaviour: current issues and emerging challenges

### 3 Study skills

The modules are designed for you to read along with the textbook. Each chapter in your text contains

- a number of **mini case studies** with questions to encourage your analytical thinking
- a number of **exercises** to encourage your application of a particular idea or concept.

The purpose of these is to

- help you with your application of the information to relevant situations by highlighting key aspects of the chapter
- enable you to test your understanding of the material and apply some of the general principles. By responding to the exercises on a personal level, you start to build your own insight into behaviour.

**To get the best out of the materials and questions**

- **read through each block of material fairly rapidly to start with**
- **make sure that you've got the general sense of it**
- **look at the case studies and reread the material more carefully, keeping the questions in mind and making sure that you can answer them**
- **look at the exercises and note down what you think the answers to the questions are. This will give you practice in dealing with these sorts of issues and expressing your ideas on paper in a coherent way. It will also help fix the material in your mind**
- **do the tasks in the module.**

#### **E-mail group**

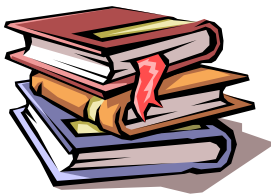
This is a voluntary activity that you may want to participate in. As a distance student it is often valuable to be in touch with your fellow distance students to share ideas, pose questions and swap opinions. If you would like to be part of this group all you need to do is e-mail your tutor and ask to be included.

As you work through your study folder you will come across the following signposts.



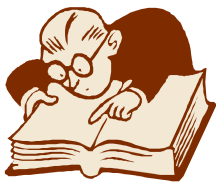
### **Course Text**

Read the relevant pages from the course textbook. As you read make brief notes or highlight important points or ideas. Note-taking will help you remember what you are reading or you may prefer to use postits.



### **Further reading**

Read additional resource material provided at the back of each module. This generally focuses on the practice of the topic.



### **Research questions**

These are designed to keep you up to date with what is being discussed in the business and management environment. There is a list of publications that you can access from the library or in some cases online. Many offer free subscription. You might discover a new publication or article that you want to share with your fellow students or ask for other opinions. You could ask your tutor to post it on Blackboard.



## **Internet questions**

The Internet is a great tool for sourcing information quickly and today most companies are on-line. These questions are designed so that you can find out more about the topics you are studying as well as developing your on-line research skills.



## **Activities**

These are designed to draw together the material discussed in each chapter so that you can apply what you have learned to a potential real-life situation.

## **Assessments**

These are the assessments for the course and will be identified at the beginning of each module. You will find the first two assessments in Section 5 *Assessment*.

## **Summaries**

These should encapsulate the material you have studied and perhaps ask you to think about how you might sum it up.

## **Key words**

These are words that recur and reflect the essence of the material. By the end of a module, you should be able to define and use these words.

If you have problems with the questions or have doubts about the answers you have come up with, talk to your tutor about it. It is to your advantage to keep up with the material and deal with any problems as you work through it.

## 4 Workload and key dates

The course runs for fourteen weeks from 21 February to 27 May 2005 and **the examination is in June**. Expect to spend a minimum of 12 hours per week on study for the course. This includes time for

- **working through the course modules (and further reading)**
- **completing the exercises from the textbook**
- **working through the activities**
- **preparing and writing the assessment tasks.**

The length of time you need to complete each module will depend very much on your own circumstances and study habits. You may complete some parts of the course more quickly than others or spend longer on some assessments than others. Whatever way you study, aim to keep up to date and work through the course steadily.

The following is a guideline you may like to follow in terms of your work schedule for each chapter  
Allow approximately

**6 hours to read through each chapter, work through case studies and complete textbook exercises**

**3 hours to complete chapter activity**

**3 hours for further reading and preparation for assessments**

**= 12 hours**

### Assessment

You'll find a detailed description of the assessment task schedule for the course in Section 5 *Assessment* but there is an overview of the course in the table on the next page.

Note in particular

- how the chapters within each module match the textbook chapters
- the dates by which you should aim to complete each section to ensure you complete all the reading by the end of the course
- **the dates when your assignments are due at the university.**

## Course overview

Module	Chapter of textbook	Complete section by	Assessment task due dates (tests and written report)
<b>1</b> The role of the individual in organisations	1 Organisational behaviour: context and content	25 Feb	
	2 Individual differences and similarities	04 Mar	
	3 Perceptions values and ethical behaviours	11 Mar	
<b>2</b> Learning, motivation and attitudes to work	4 Learning behaviour, modifications and learning organisations	18 Mar	
	5 Motivation 6 Stress and attitudes to work	25 Mar	
	Midterm break	28 Mar – 4 Apr	
<b>3</b> Groups, teams and leadership	7 Communications and interpersonal behaviour, groups and teams	15 April	<b>Test 15 April</b>
	8 Groups and teams 9 Leadership	22 April	
<b>4</b> Structure, culture and power in organisations	10 Organisational structure and design	29 April	
	11 Organisational culture	06 May	<b>Discussion Report 6 May</b>
	12 Organisational power, politics and conflict	13 May	
<b>5</b> Current issues and emerging challenges for organisations	13 Organisational change and development	20 May	
	14 Organisational behaviour: current issues and emerging challenges	27 May	
	Study week	30 May	
			<b>Final Exam 6 – 17 June</b>

# 5 Assessments

## Assessment

### Mandatory Course Requirements

A clear statement of any requirements for passing the course other than obtaining an overall C grade or better. Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including any final examination.

There are three types of assessment in this course:

1. Short answer test	30%
2. One written report	20%
3. Final examination	50%
TOTAL	100%

### **Assessment 1 – Short answer test (30%)**

The purpose of the short answer test is to help you to encapsulate the key concepts contained in each of the chapters and be able to connect these concepts to your personal experiences and observations.

The short answer test covers chapters 1- 6 of the textbook and will consist of six-short answer questions. The short answer test will comprise 30% of the course marks.

### **Assessment 2 - Written report (20%)**

The purpose of this report is to enable you to

- demonstrate your ability to engage constructively with other people
- enable you to explore and thoughtfully consider organisational issues
- develop your own insights into organisational behaviour
- develop your ability to link organisational theory and practice.

### **Assessment 3 - Final examination (50%)**

The final examination will consist of a combination of three or four short essay questions focusing on a business case situation. It will be based on material covered in your textbook. The final three-hour examination will be sat during **the mid-year university examination period 6 – 17 June**.

## **Submitting assessment tasks**



Note carefully the due date for each of your assessment tasks. You must dispatch each one in time **to ensure it arrives at the university on or before the due date**. It is **your responsibility** to ensure that your assessments arrive at the University on or before the due date.

## **By post**

If you are **posting** your assessment or sending it by **courier**, complete and attach a **cover sheet** to the front of it. You'll find these cover sheets in the front of your folder. Use one of the labels supplied and send your assessment to:

Victoria Management School  
10<sup>th</sup> floor Rutherford House  
Victoria University of Wellington  
P O Box 600  
WELLINGTON

Attach the label to the front of the envelope and write the name of your tutor in the space provided.

**Keep your own electronic or hard copy of all your assignments just in case they are lost in the post.**

## **By email**

When you **email** an assessment, **send it as an attachment** on or before the due date to the email address given on your tutor information sheet.

Emailed assessments will be acknowledged. If you do not receive an acknowledgement within 24 hours of dispatch, **it is your responsibility to contact the Tutorial Coordinator** to ensure that we have actually received the assessment, Paul.Singh@vuw.ac.nz.

- Write your assessment as a Word document.
- The first page of your assessment document should contain your name, ID number, address, phone number, email address, the assignment number, an accurate word count and title.
- **Enter in the subject line** of the email the **course code**, the **assessment topic** and **your name and ID number**, for example

**MGMT 202: Assessment topic, your name, ID200012345**

- Attach the document to your email and send.

**Faxed** assessments will **not** be accepted.

Hand-delivered assignments are to be delivered to the Victoria Management School, Level 10 Reception, by **4pm** on the due date.

## ***Late assessments***

Assessments which arrive **after** the due date without an approved extension, will incur a penalty of 5% of the marks available for that piece of work for each 24-hour period (one day) up to and including 72 hours (three days) past the due date. Work that is more than 72 hours (three days) late will not be accepted unless an extension has been granted.

## ***Extensions***

If, for some very exceptional reason, you are unable to submit the assessment on time you must apply, **before the due date**, to the Course Coordinator for an extension of time. Extensions may only be granted where some unexpected event outside your control prevents you from completing the assignment on time.

Examples of situations where an extension will be considered include medical conditions, bereavement and emergencies at work. Lack of organisation, word-processing failures, pressure of work or annual leave are not considered grounds for an extension to be granted.

In granting an extension, the Course Coordinator will usually require written evidence of the event that has prevented you from completing the work on time.

## ***Te Reo Maori***

It is possible to submit the assignments in Te Reo Maori. If you intend to do this in Te Reo, please notify the Course Coordinator within the first two weeks of the course.

## ***Marking and marker's guides***

Normally your marked assignments will be mailed back to you within two weeks of the due date with feedback and a marker's guide. Assessments that are emailed will be marked using the 'Insert Comment' facility under the 'Insert' menu in Word and emailed back to you with a completed mark sheet.