
Victoria Management School

MGMT 202 ORGANIZATIONAL BEHAVIOR

Trimester 1 2005

COURSE OUTLINE

COURSE COORDINATOR

Dr Hans Hansen

Room: RH 910, Rutherford House
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Website: www.vuw.ac.nz/vms

Office Hours: Tuesdays from 10:30 to
11:30am.

TUTORIAL COORDINATOR / COURSE ADMINISTRATOR

Deborah Kelly

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TIMES & LOCATIONS

Format: Lecture (2 hours), 1 workshop (1 hour) & 1 tutorial (1 hour) per week

Lecture: 8:30– 10:20 a.m. on Tuesdays in **RH LT 1**

Workshops: W1: 10:30-11:20 am on Fridays in **GB LT 2**
W2: 11:30-12:20 am on Fridays in **GB LT 2**

YOU MUST SIGN UP FOR A TUTORIAL AND WORKSHOP.

Sign up for these on Blackboard. The tutorial sign-up procedure is outlined below. Sign up for workshops is the same, but in step 4 you should click on '**Workshop Sign-Up**'. Sign ups will be take place on Blackboard and will begin at **5:00pm on Tuesday 22nd February** (*requests cannot be taken by phone or e-mail*).

There are only 140 seats in each of the workshops. Workshops begin on Friday 25th February so you need to sign-up for a workshop no later than **12pm Thursday 24th February**. The workshop lists will be posted on Blackboard and the Management Notice board on the mezzanine floor of Rutherford House by **5pm Friday 25th February**. For a number of reasons, including in-class tests, you must always attend the workshop you signed up for.

Tutorials: Times vary. Tutorial sign-up will be available on Blackboard on **Tuesday 22nd February from 5 pm**. Tutorial and workshop lists will be posted on Blackboard on **5pm Friday 25th February**.

TUTORIAL TIMETABLE

The Tutorial program begins in week 2 and you must attend 6 of the 8 scheduled tutorials to make terms. Those who do not make terms should not sit the final exam.

Sign up for tutorials will be done electronically through Blackboard. Please ensure that you have access to Blackboard once you have registered for the course.

Tutorials are scheduled for Tuesdays, Wednesdays and Thursdays. The times and days that tutorials are to be held will be available on Blackboard.

Tutorial and Workshop sign-up will be take place on Blackboard and will begin at **5:00pm on Tuesday 22nd February** (*requests cannot be taken by phone or e-mail*).

How to Sign Up for a Tutorial

1. Log onto Blackboard by going to www.blackboard.vuw.ac.nz and clicking the 'login' button. Insert your user name (i.e. your SCS user name) and password.
2. Once you are logged on, select the '**Courses**' button, and click on MGMT 202.
3. Select the '**Discussion Board**' button on the left hand side of the screen.
4. Click on '**Tutorial Sign Up**', which will open a list of tutorial times. Click on the tutorial time of your choice.
5. To register your name for this tutorial click on the '**Reply**' button at the bottom of the page. Place an 'x' in the **message box**, which is below **subject**, and click on '**submit**' at the bottom of the page. You have now registered for this tutorial. Your name should appear under the tutorial of your choice. **Please remember that only 13 students per tutorial are accepted.** It is your responsibility to count the number of names under the tutorial to ensure there are no more than 13 *before* you add your name.

If you would like to check if you have signed up for a tutorial correctly, or that you have not been removed, you can search by clicking on **search** in the top right hand corner and then select your name from the list of authors, then click **submit**. This will then show a list of all your entries on the discussion board.

6. If you need to change your tutorial group, please remove your name from the initial tutorial you signed up for. To do this, follow steps 1-3, then select '**Tutorial Sign Up**' and double click on the tutorial time beside your name. Click the '**remove**' button, followed by **OK**. You can now choose a different tutorial time by following steps 4 and 5.

There is a maximum of 13 students per tutorial class and spaces are allocated on a “first come, first served” basis so book your place quickly. Confirmation of your tutorial group will be posted on the MGMT 202 Blackboard site and on the Management Notice Board on the mezzanine floor of Rutherford House by **5pm Friday 25th February**.

If you have any serious problems regarding tutorial allocations please contact the Tutorial Coordinator. Please note that once tutorial allocations have been assigned students requesting a change of tutorial will have to provide documentary evidence of the reason for changing at the time of making your request to the Tutorial Coordinator. You must not on any occasion go to a tutorial other than the one that you have been allocated unless by prior arrangement with the Tutorial Coordinator.

COMMUNICATION PROCESSES

As you will learn from this paper, good communication is crucial to the success of any organisation, most especially classes. Communication in this paper will be conducted in face-to-face mode in the lectures, workshops and tutorials as well as in on-line mode through the **Blackboard** application. To access Blackboard, open up your Internet browser and go to the Victoria University Blackboard Homepage (<http://blackboard.vuw.ac.nz>). Click on ‘Login’ and enter your Student Username in the Username field. Enter your Student ID in the Password field and Click on ‘Login’. Then click on ‘MGMT 202’ under the ‘My Courses’ menu. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

With respect to individual student questions and concerns, given the large number of students involved in this class, it would be greatly appreciated if students could observe the following etiquette. Individual questions and concerns should first be addressed in tutorial sessions or by contacting your tutor. Please do not hesitate to raise an issue, as it may be a common student concern. Tutors will either respond immediately, or seek clarification and then respond. If concerns remain, then co-ordinator should be contacted. I will also make a point of asking for comments/concerns at the start of lectures in order to identify issues that you may have.

COURSE MATERIALS

Textbooks:

The *required* textbook is:

Elkin, G. & Jackson, B & Inkson, K. (2004). 2nd Edition, Organisational Behaviour in New Zealand: Theory and Practice. Auckland: Pearson. (VUW Book Centre)

Course Notes: Includes readings, tutorial and workshop exercises and sample tests and examinations. To be distributed in your tutorial.

PURPOSE

‘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: (i) personality and individual behaviour; (ii) group dynamics and interpersonal behaviour with emphasis upon communication, power and politics and teams and leadership and (iii) organisational structure, design, culture and change.

By attending lectures, reading assigned materials, participating in tutorials and workshops and completing assignments, you will have the opportunity to develop a basic understanding of organisational behaviour upon which you can build with subsequent study and work experience.

OBJECTIVES

At the end of this course you should have gained:

- A good grounding in the field of organisational behaviour as well as an heightened appreciation of its relevance to the workplace and your practice
- 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 analyze 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

INSTRUCTIONAL APPROACH

This course will utilize a blend of instructional methods and media to encourage both an intellectual understanding and a personal sense of the subject matter. The goal will be to use the five and a half hours of instructional time allocated to us each week to maximum effect. Your contribution towards achieving this goal will be to do the assigned readings and to ensure that you are in the class and ready to learn right at the beginning of every class.

LECTURES – 12 sessions (2 hours each) – starting during the first week of the trimester

Each lecture will focus on a particular aspect of Organisational Behaviour as outlined in the agenda below. The accompanying slides for each lecture will be posted on Blackboard after each lecture. The lecture will be presented on the understanding that you have done the required reading *before* the lecture.

WORKSHOPS – 12 sessions – (1 hour each) - starting the first week of the trimester

A workshop will be led by the instructor each week. These workshops are designed to fulfil a number of purposes including: the opportunity to pose questions to the instructor on areas of the course content that require further explanation; the opportunity to discuss real business case situations; a chance to hold and debrief the **Term Class Tests** and (toward the end of term) review and discuss hypothetical final examination questions

TUTORIALS – 8 sessions – (1 hour each) - starting the second week of the trimester

During the second week every student will be assigned a tutorial that they are to remain with throughout the course (attendance closely monitored). Each tutorial will be made up of approximately 15 students and will be led by an experienced tutor. The tutorial programme will include discussion questions, case studies and experiential exercises. The tutorials will also be the primary forum through which you will conduct the work for your group projects.

COURSE AGENDA & SCHEDULE

Week	Dates	Topic	Chapter
1	22 Feb 25 Feb	Lecture : What is OB? Why do we need it? <i>Workshop:</i> Your Management Philosophy/Briefing on Group Assignment No Tutorials	1
2	1 Mar 4 Mar	Lecture : Individual Differences <i>Workshop:</i> Myers-Briggs Type Indicator Profiles Tutorial 1: The meaning of Work/Group Project Kick-Off	2 & 3
3	8 Mar 11 Mar	Lecture : Learning Theory <i>Workshop:</i> Gibraltar Rock Case Study (GRCS) Tutorial 2 : Group Project Preparation	4
4	15 Mar 18 Mar	Lecture : Motivation (Brad Jackson) <i>Workshop:</i> Gibraltar Rock Case Study (GRCS) Tutorial 3: Individual Motivation Exercise	5
5	22 Mar 25 Mar	Lecture : Communication (Kala Retna) <i>Workshop:</i> NO WORKSHOP (Easter) Tutorial 4: Listening and Responding Exercise	7
MID-TRIMESTER BREAK			
6	12 Apr 15 Apr	Lecture : Groups and Teams <i>Workshop:</i> 1 st MCQ/SA Test No Tutorial	8
7	19 Apr 22 Apr	Lecture : Leadership <i>Workshop:</i> 1st Test De-Brief/ Case Study: Vic Pies) Tutorial 5: Case Study: Thrills Company (WTC)/ group project	9
8	26 Apr 29 Apr	Lecture : Organisational Structure and Design <i>Workshop:</i> Case Study: Vic Pies Tutorial 6: Case study: WTC /group project	10
9	3 May 6 May	Lecture : Organisational Culture <i>Workshop:</i> Case Study: Vic Pies Tutorial 7: group project preparation	11
10	10 May 13 May	Lecture : Organisational Power and Politics <i>Workshop:</i> 2 nd MCQ/SA Test No Tutorial:	12
11	17 May 20 May	Lecture : Organisational Change and Development <i>Workshop:</i> 2 nd Test Debrief/ Case Study: Vic Pies Tutorial 8: Group Project Presentation	13
12	24 May 27 May	Lecture : Current and Emerging Issues in OB <i>Workshop:</i> Final Examination Preparation No Tutorial	14

ASSESSMENT

Assignment	Title	Weight	Date
1	In-Class Tests (2) (Each Test carries 15%)	30%	1 st test: 15 Apr 2 nd test: 13 May
2	Group Project: - Tutorial Presentation - Formal Group Report Sub-Total	10% 10% 20%	Week 11, Tutorial 8 (16-19 May)
3	Final Exam -Case Analysis	50%	TBA
TOTAL		100%	

COURSE ASSESSMENT

1. One hour tests will be held for **all** students during the regularly scheduled workshops on 15 April and 13 May. You must attend the workshop you are enrolled in or we will assume that you did not sit the test. You will be in danger of failing to meet mandatory requirements.

a. 1st Test

Date: Friday 15 April during your Workshop (*You must attend workshop you are enrolled in or we will assume you did not sit the test*).

Total Marks: 15 per cent

The test will comprise 10 multiple choice questions (MCQ) and 5 short answers (SA) questions based on the lectures, workshops and tutorials covered prior to the test.

b. 2nd Test

Date: Friday 13 May during your Workshop (*You must attend workshop you are enrolled in or we will assume you did not sit the test*).

Total Marks: 15 per cent

The test will comprise 10 multiple choice questions (MCQ) and 5 short answers (SA) questions based on the lectures, workshops and tutorials covered prior to the test.

2. Group Project: Critical Issues in OB:

In the first tutorial you will be broken up into small groups of 4-5 students. Your group will be working together to research and explore a contemporary Organisational Behaviour issue. Your tutor will provide the topic for your group to research.

The Group Project has two components each worth 10 per cent of the total mark:

Tutorial Presentation: During Week 11 (tutorial 8), each group will give a 10- minute presentation to the rest of the tutorial group. The presentation will convey what you have found from your research and will be assessed for both content and the manner in which it was presented. Assessment criteria for group work will be provided.

Written Report: In 1,500 words your group should write about the concept/topic you researched and presented. The report should reflect your group's understanding and critical analysis of the topic. More details will be handed out in tutorial. Essays will be delivered when you make your presentation in your tutorial.

3. Final Exam

Due: TBA

Total Marks: 50 per cent

The final examination will consist of a combination of three or four short essay case questions focusing on a business case situation. It will be based on material covered in classroom lectures, workshops and tutorials, as well as the course textbook and lecture notes. The final three-hour examination will be set during the university examination period between 30 May to 18 June. Refer to the 2004 Final Examinations in your Course Notes in order to get an idea of examination style and requirements.

Passing the Paper:

In order to pass this paper, students are required to obtain at least 40 per cent (i.e. 20 marks out of 50) of the final examination marks available and obtain at least 50 per cent of the overall course marks available.

Obtaining Terms/Mandatory Course Requirements:

To obtain terms, students are required to:

- a. Attend at least 6 out of 8 tutorial sessions (Week 11 tutorial is compulsory),
- b. Sit both in-class tests.
- c. Complete the requirements of the group project.

Late Assignments:

In fairness to students who complete work on time, work submitted after the due date/time would incur penalties for lateness. Late assignments will have 10% of the total available mark deducted for each day late. This will only be waived where the Course Coordinator has given formal approval for an extension of time. Meeting the length requirement of assignments is part of the assigned task. It may be tempting to write more but the length stipulation is part of your brief. Reports that exceed the length by more than 10% may have marks deducted for not meeting specifications.

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.

The policy on Staff Conduct can be found on the VUW website at: 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.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at:

www.vuw.ac.nz/home/studying/plagiarism.html.

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. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

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/ or email 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.