



Victoria Management School

MMBA 505
ORGANISATIONAL BEHAVIOUR

Trimester 1 2005

COURSE OUTLINE

Contact Details

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Class Times and Room Numbers

Thursdays 19:40 – 21:30
RH LT 3

Final Examination Period 30 May – 18 June 2005

Course Objectives

The Master of Business Administration Programme serves to produce professional managers capable of fulfilling strategic roles within corporate and government enterprises. Integral to this capability is an understanding of the dynamics of human behaviour in organisational settings.

This course aims to provide students with a solid theoretical base upon which a practical framework for managing and succeeding in the workplace can be established. The scope of this course, being the initial offering in the MBA programme, is broad. All three levels of the organisational behaviour domain — personal, interpersonal, and organisational — are covered. Subsequent offerings in the MBA programme will allow students to focus in on topics of particular interest.

By the end of this course, you should:

1. Have an understanding of the major theories and concepts underlying the social science of organisational behaviour.
2. Have a sense of how these theories are applicable within the context of modern information-age organisations.
3. Have a strategic perspective with respect to the linkages and interrelationships in managing human resource interventions.

Course Content

This course comprises twelve two-hour lectures covering the traditional span of organisational behaviour as follows:

Introduction

- Course Introduction
- OB in the context of the Information Age

Individual Behaviour

- Individual Behaviour
- Motivation
- Learning Theories

Group Behaviour

- Group Dynamics
- Interpersonal Communication
- Leadership
- Power and Politics

Organisational Behaviour

- Organisational Structure and Design
- Organisational Culture
- Organisation Change

Readings

Steven McShane and Tony Travaglione (2003 or 2005 Enhanced)
Organisational Behaviour: on the Pacific Rim. McGraw-Hill / Irwin.*

* - In addition to the textbook, this course will rely on materials from a variety of sources, including practitioner and academic journals.

Materials and Equipment

It is expected that all assignment submissions will be prepared on white bond paper using PC technology and submitted in hard copy. All other assessment materials will be supplied. The final examination will require hand-written responses to a case-study situation to be submitted in a VUW examination booklet.

Assessment Requirements

2 x Snap Tests (closed book)	5% each	two during the trimester
2 x Discussion / Thinking Paper	5% each	choose two topic areas
1 x OB Group Project	20 %	due 23 May (Office RH 1004)
1 x Mid-Term Test (open book)	10 %	on Saturday AM – 16 April
1 x Final Examination (open book)	50 %	University Exam Period

Snap Tests (5% each – two over the trimester) – A central element in the Victoria MBA learning experience is class interaction relying on informed debate. The role of the course lecturer at Masters' level study is not to teach materials readily available in course notes, readings and the textbook. The role of the course lecturer is to move beyond these materials on the assumption that they have been gained through advance preparation. In order to test this assumption and ensure that every participant arrives at the class ready to engage in informed discussion, two closed-book snap tests will be administered at the discretion of the course lecturer during the twelve-week trimester. These tests will be administered at the start of the lecture and will last 20 minutes. They will assess student preparedness through a series of questions relating to the core concepts of the relevant lecture.

Discussion / Thinking Papers (5% each – two required) – At the end of each of the twelve lectures a discussion topic will be provided as an opportunity for students to reflect and write on a personal application of organisational behaviour theory. Students are invited to reflect on and write on the topic up to a maximum of five pages (typed, double-spaced). For example: the discussion topic at the end of the first lecture will be: “What right do I have to manage other people?” The operative word here is “reflect”. These papers should not be used to summarise other people's theory as discussed in the course. They are an opportunity to delve into your own personal thoughts regarding the various topic areas. One discussion paper must be selected from course material prior to the mid-term break (25 March) and one subsequent to the mid-term break. Discussion papers from the first half of the course will be due at the start of the lecture on 24 March. Discussion papers from the second half of the course will be due at the start of the final lecture on 26 May. This assignment constitutes “individual work”.

OB Group Project (20%) – The OB group project will be discussed during the initial lectures, at which time detailed terms of reference will be distributed. Written Group Reports will be due on Monday, 23 May at 12:00 Noon at 1004 in Rutherford House.

Important Note – Inclusion of prior work and research completed for other purposes, including other MBA courses, is welcome. However, such material must be explicitly recognised as prior work in the project report, citing its origin. If prior work is utilised, then it is expected that the OB Group Project will build on this work, thereby making an original contribution.

Mid-Term Test (10%) - In the past some students have been "taken by surprise" by the demands of the final examination. To address this issue a mid-term test is planned that will "model" the final examination in form and approach. This test (3 hours – open book) will take place on Saturday morning, 16 April, from 09:30 to 12:30 (location t.b.a.).

Final Examination (50%) - A final open-book examination will be held during which students will be expected to apply their knowledge to organisational problem situations described by means of case vignettes. In accordance with Victoria MBA programme policy, students must obtain a minimum of forty percent of the marks available on the final examination in order to pass the course. The final examination will be scheduled during the University Mid-Year Examination Period – 30 May to 18 June 2005. MMBA 505 students need to be available during this period.

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A "zero" mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

Mandatory Course Requirements

Obtaining Terms

To obtain terms to sit the final examination in this course, students are required to attend classes, fully participate in and submit the written OB Group Project Report, and achieve at least fifty percent of the total marks available for term work.

Passing the Course

In order to pass this course, students are required to obtain at least forty percent of the final examination marks available, and obtain at least fifty percent of the overall course marks available.

Victoria MBA Grading Standards

- Victoria MBA - **Excellent** Category
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.
- Victoria MBA - **Very Good** Category
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.
- Victoria MBA - **Good** Category
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- Victoria MBA - **Satisfactory** Category
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.
- Victoria MBA - **Unsatisfactory** Category
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.
- Please note that the MBA Board of Studies (End of Course Marks Meeting) reserves the right to adjust final grade distributions in order to achieve meaningful grading standards and equity in the application of evaluation standards across various MBA courses.

Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university blackboard server for MMBA 505.

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 MBA Programme Director, then 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.

Lecture Schedule - MMBA 505 – 2005

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Basic Reading</u>
			McShane et al. (2003 & 2005)
1	24 February	- Course Introduction - Organisational Behaviour Defined	— Chap. 1
2	3 March	- The Future OB Context	(see handout)
3	10 March	- The Nature of Individual Personality and Behaviour	Chaps. 3 & 4
4	17 March	- Motivation	Chaps. 5 & 6
5	24 March	- Learning and OB Modification	Chap. 2 & Kreitner and Kinicki Chap. 7 (see handout)
6	14 April	- Group Dynamics	Chap. 8
*	16 April	- MMBA 505 – Mid-Term Test	9:30 am to 12:30 pm
7	21 April	- Communication	Chap. 11
8	28 April	- Leadership	Chap. 14
9	5 May	- Organisational Power and Politics	Chap. 12
10	12 May	- Organisational Design	Chaps. 15
11	19 May	- Organisational Culture	Chaps. 16
12	26 May	- Organisational Change	Chap. 17
	30 May – 18 June	- Mid-Year University Examination Period	