

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



Victoria Management School

MGMT 202

ORGANISATIONAL BEHAVIOUR

Trimester 3 2005

COURSE OUTLINE

CONTACT DETAILS

Course Coordinator Dr Sashi Meanger
Victoria Management School
Office Hours: Thursday 1-2pm, RH925
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Tutorial Coordinator Deborah Kelly
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TIMES & LOCATIONS

Format: The lecture (2 hours), 1 workshop (1 hour) & 1 session of tutorial (2 hours) per week.

Lecture: 11:30 a.m.–1:30 p.m. on Mondays and Fridays (and two Tuesdays) in **RH LT01**.

Workshops: 1:30–2:30 p.m. on Mondays and Fridays (and two Tuesdays) in **RH LT 01**.

Tutorials: Times vary. All students must attend one 2-hour tutorial per week. Tutorial times will be allocated during the first lecture. Tutorials will commence in Week 2 of the course.

Lectures Commence: Friday, 6 January 2006.

Final Examination Period: 13–19 February 2006.

COURSE 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 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.

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.

. COURSE MATERIALS

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)

The *recommended* textbook:

Jackson, B.G. & Parry, K. (2001). The Hero Manager. Penguin: Auckland. (Price \$34.95 – VUW Book Centre).

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

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 – 11 sessions (2 hours each) – starting on January 6

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 – 11 sessions – (1 hour each) - starting on January 6

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 the course) review and discuss hypothetical final examination questions.

TUTORIALS – 5 sessions (2 hours each) - starting during the second week of the course

During the first week every student will be assigned a tutorial (see note under ‘Times and Locations’) that they are to remain with throughout the paper. 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 (see section on Assessment). Student attendance at tutorials will be monitored.

TUTORIAL SIGN-UP PROCESS

Tutorials will commence in Week 2 of the course on **Monday 9th January**. Tutorial sign-up will be take place **in person during the first lecture on Friday 6th January**. Please ensure that you attend this lecture, as **requests will not be taken by email or by phone**. There is a maximum of 14 students per tutorial class and spaces are allocated on a “first come, first served” basis. Tutorial lists will be posted on the MGMT202 Blackboard site and on the Management Notice Board on the Mezzanine Floor of Rutherford House by **11am Monday 9th January**.

Please contact the tutorial coordinator with all queries regarding tutorial allocations. Once tutorial allocations have been made changes will only be made in exceptional circumstances and students requesting a change of tutorial will have to provide documentary evidence of reasons for the requested change. **Please note that employment is not considered an exceptional circumstance.**

Please contact the tutorial coordinator with all queries regarding tutorial allocations and tutorial notices.

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.

Notices, announcements, tutorial allocations, grade reports and other items of general interest to course participants will also be posted on the **Management Notice Board** located on the Mezzanine floor of Rutherford House.

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 ASSESSMENT

Assignment	Title	Weight	Date
1	In-Class Tests (2) (Each Test carries 15%)	30%	1 st test: 20 Jan 06 2 nd test: 3 Feb 06
2	Group Project: - Tutorial Presentation - Formal Group Report Sub-Total	10% 10% 20%	Tutorial 5 11:30a.m. February 10
3	Final Examination -Case Analysis	50%	TBA
	TOTAL	100%	

1. 1 hour tests will be held for **all** students during the regularly scheduled workshops on January 20 and February 3 from 1:30-2:30 p.m.

a. 1st Test

Date: Friday, January 20, 2006 1:30-2:30 p.m.

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, February 3, 2006 1:30-2:30 p.m.

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 6, 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 in the first workshop.

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 the first tutorial. Essays to be delivered in the MGMT 202 drop-off box number **24 on the mezzanine floor of Rutherford House** by **February 10th at 11:30a.m.**

3. Final Examination

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 13 February and 19 February 2006. Refer to the 2005 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 4 out of 5 tutorial sessions (The Week 6 Tutorial is compulsory),
- b. Sit the 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. When calculating the late penalty Saturdays, Sundays and public holidays will be included when counting the number of days that an assignment is late. This will only be waived where the Course Coordinator has given formal approval for an extension of time.

Assignment Length Requirements

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.

COURSE AGENDA & SCHEDULE

Week	Dates	TOPIC	CHAPTER
1	Jan 6	Lecture: What is OB? Why do we need it? Workshop: Temperament Type Indicator Profiles No Tutorials	1 & 2
2	Jan 9 Jan 13	Lecture: Ind.Differences, Perception, Learning Theory Workshop: Gibraltar Rock Case Study (GRCS) Lecture: Motivation Workshop: GRCS Tutorial 1: Case study /Group Project	3 & 4 5
3	Jan 16 Jan 20	Lecture : Communication, Interpersonal Behaviour Workshop: TBA Lecture : Groups and Teams, Leadership Workshop: First Class Test Tutorial 2: Case study/Group Project	7 8
4	Jan 24* Jan 27	Lecture: Leadership Workshop: Whitewater Thrills Case Study (WTC) Lecture: Organisational Structure and Design Workshop: TBA Tutorial 3: Case study/Group Project	9 10
5	Jan 30 Feb 3	Lecture : Organisational Culture Workshop: WTC Lecture : Organisational Power and Politics Workshop: Second Class Test Tutorial 4: Case study/Group Project	11 12
6	Feb 7* Feb 10	Lecture : Organisational Change and Development Workshop: TBA Lecture : Current and Emerging Issues in OB Workshop: Final Exam Preparation Tutorial 5: Group presentation Written Report: due by 11:30am 10th February	13 14

* Note this lecture will be held on a Tuesday as the university is closed the previous day.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the office on (04) 463 5376.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Check with the Student Administration Office for opening times (04) 463 5376.

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.

Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).

- **What:-**Academic Mentoring for Maori and Pacific students studying at all levels in the above schools. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the facilities study rooms and computer suite, at any time, at Kelburn and Pipitea.
- Mature student and Post grad network

If you would like to register as a mentor or mentee please contact the coordinator.

Where: Melissa Dunlop
Programme Coordinator
Room 109 D
14 Kelburn Parade: back courtyard
Ph: (04) 463 6015
Email: Maori-Pacific-Mentoring@vuw.ac.nz

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.