

Victoria Management School

CMSP 802 ORGANISATIONAL BEHAVIOUR

Trimester 1 2006

COURSE OUTLINE

Contact Details

Course Coordinator: Dr Kala S Retna

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Telephone: (04) 463 5793

Class Times and Room Numbers

Thursday evenings: 7.40 - 9.30pm

2/3, 9/3, 16/3, 23/3, 30/3, 6/4, 27/4, 4/5, 11/5, 18/5, 25/5, 1/6

Location: RHLT2

Course Objectives

‘Organisational Behaviour’ is about people in organisations: who they are, how they interact, and why they behave in certain ways. In this course we will review key concepts and discuss the major issues in the field of organisational behaviour and their relevance to the New Zealand workplace.

We get ideas about being ‘a manager’ from many sources – from our own backgrounds, from watching other managers, from actually being managers, and from training, conferences, management books and magazines. In this course you will have the opportunity to critique and evaluate these ideas. You will develop your ability to think critically and creatively, and to evaluate the ideas and theories of organisational behaviour in light of your own workplace experiences.

At the end of this course you should have gained:

- A good grounding in the field of organisational behaviour as well as a stronger 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, sources of motivation and levels of commitment;

- An understanding of the dynamics of interpersonal communication and its significance for organisational performance;
- Knowledge of how and why groups form and function and what makes teams effective and ineffective; and
- A deeper understanding of macro issues of organisational behaviour spanning the dynamics of power and culture and organisational change.

A Final Examination will be conducted during the Trimester one between the dates of June 9-24 inclusive.

Course Content

Session	Date	Topic/Reading	Chapter
1	2/3	Introduction & Course Overview What is Organisational Behaviour?	1
2	9/3	Individual Differences and Similarities	2
3	16/3	Perceptions and Values	3
4	23/3	Motivation Concepts Motivation – From Concepts to Applications	5
5	30/3	Communication and Interpersonal Behaviour	7
6	6/4	Understanding Groups and Team Behaviour	8
		Mid-Trimester Break	
7	27/4	Leadership Concepts and Theories Contemporary Issues in Leadership	9
8	4/5	Organisation Culture	11
9	11/5	Organisational Power, Politics and Conflicts	12
10	18/5	Presentation	
11	25/5	Organisational Change	13
12	1/6	Course Review & Evaluation	14

Readings

The required textbook, which can be obtained from the University bookstore, is:

Elkin, G., Jackson, B. & Inkson, K. (2nd Edition) Organisational Behaviour in New Zealand, Theory and Practice.

Assessment Requirements

Assignment	Type	Weight	Due Date
1. An Illustrative essay	Individual	20%	6 Apr 06
2. Organisational Analysis assignment <ul style="list-style-type: none">• Written report• Class Presentation	Group	30% 10%	18 May 06
3. Final Examination	Individual	40%	Between 9-24 June 2006
		100%	

1. Illustrative Individual Essay

Due: 6 Apr 06
Length: 1500 words
Marks: 20%

Is understanding of human behaviour in organisations critical to a successful career in management? Your essay should show that you have used class notes and further material (obtained through a search of the literature) and have thought about the topic. Discuss your opinions using examples from an organisation by way of illustrating your argument. Further details of the essay question will be handed out in class and will be posted on Blackboard.

2. Group – Organisational Analysis Assignment

The objective of this assignment is to encourage you to work with others to develop a more in-depth understanding of organisational issues. The assignment also gives you the opportunity to develop your skills of observation and analysis. Working in a group of 5, you will examine a specific organisational issue in the light of organisational behaviour theories. Further details of the assignment will be handed out in class.

Due: 18 May 06
Length: 2500 words
Marks: 30 %

Group Presentation

Date: 18 May 06
Marks: 10%

Each group will also be required to present a summary of their observations and analysis for a maximum of 10 minutes. Half of the presentation grade will be for the professionalism of the

presentation. The other half will be for the content. Presentation guidelines will be handed out in class.

1. Final Examination

Date: *TBA*

Marks: 40%

The final examination is worth 40%. It is closed book 2-hour examination. Essay style answers are expected. You will be assigned a case to study and asked to answer various questions about the case that will require you to draw on different theories covered in the course. All book chapters covered during the course are examinable.

Penalties For Lateness

(i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. The penalty is 2 of the marks available for an assignment submitted after the due time on the due date for each part day or 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.

Assignments received more than 7 days after the deadline will not be accepted and the student will automatically fail terms.

(ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties.

Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances.

(iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the Lecturer, providing documentary evidence of the reasons of their circumstances.

All such applications must be made before the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

(iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Lecturer as soon as possible, and make application for waiver of a penalty as soon as practicable.

Mandatory Course Requirements

In order to pass this course, students are required to submit:

- all assignments on the due dates
- obtain at least 50% of the marks available for assignments
- and a minimum mark of 40% on the exam
- and an overall 50% of the total marks (assignments and final examination)
- Students who fail to satisfy the above mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.
- Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, whether or not the mandatory course requirements have been satisfied.
- For example, a student who obtains an overall course mark of 35 and does not fulfil one or more of the mandatory course requirements will be given an E grade. A student who fails to sit an examination will have their course mark calculated with an entry of Zero for the exam and their grade determined in the usual way.

Notice of Failure to meet Mandatory Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board. Students will be expected to check both places for notification.

Handing In Assignments

Assignments should be submitted, in hard copy form in class by the due time on the due date. Assignments received after that time will be deemed to be late, and must be handed to the lecturer concerned or to Jacqui FitzGerald (RH 1004), the Programme Administrator for the CertMS programme.

All Hand-Ins should have: Assignment Cover Sheet stating your name, the course name, lecturer's name, assignment name and number, a word count and due date. You should also put page numbers on each page, and include a list of references at the end. Preferred referencing style is APA system.

Students will prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work.

Grading Guidelines

The following broad indicative characterisations of grade will apply in grading:

Excellent Category

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional.

Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds "competency".

Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

K Failure to achieve mandatory course requirements and have achieved at least an average C over all the assessment.

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 CMSP 802. It is crucial for you to regularly check **Blackboard** for messages, announcements and materials.

Email Contact: Students wishing to contact staff by e-mail should adhere to the following information: the Course Code, your Name, your Student ID and the Topic in the subject area of the email, eg, CMSP 802 _ Anderson John _3000556677 _ Ass1 Query.

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

Workload: Students can expect the workload to be approximately 6-8 hours work per week outside class.

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:

- Duty 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 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. For information, phone 463 6983 or 463 6984, or 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 faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's 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 session will also be running at Pipitea Campus starting January.
Please contact the Programme Coordinator for details.