

Victoria Management School

## **MGMT 202 ORGANISATIONAL BEHAVIOUR**

Trimester.1 2006

### **COURSE OUTLINE**

#### **Contact Details**

Course Coordinator

Sashi Meanger  
Victoria Management School  
RH 902  
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Lecturer

Todd Bridgman  
Victoria Management School  
RH 914  
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Tutorial Coordinator

TBC  
Victoria Management School  
Office: RH120  
Ph: 463-6968

#### **Class Times and Room Numbers**

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

**Lecture:** 1:40 p.m.–3:30 p.m. on Wednesdays in **RH LT1**.

**Workshops:** 12:40–1:30 p.m. on Tuesdays in **RH LT1**.

**Tutorials:** Times vary. All students must attend one 1 hour tutorial per week. Tutorial times will be allocated during the first lecture. Tutorials will commence in Week 2 of the course.

**Lectures and Workshops Commence:** Tuesday, 28 February 2006.

**Final Examination Period:** 6 – 24 June 2006.

## **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 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.

## **Readings**

The *required* textbook is:

Elkin, G., Jackson, B. & Inkson, K. (2004). 2<sup>nd</sup> 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 lectures and/or tutorials.

## Course Agenda and Schedule

Week	Dates	TOPIC	CHAPTER
1	Feb 28 Mar 1	<i>Workshop: Introductions, Tutorial Allocations</i> Lecture: What is OB? Why do we need it? <i>No Tutorials</i>	1
2	Mar 7 Mar 8	<i>Workshop: Your Management Philosophy; Briefings on Group Assignments, Group Exercises</i> Lecture: Individual Differences, Perception <i>Tutorial: Introductions, Groups for Projects</i>	2 3
3	Mar 14 Mar 15	<i>Workshop: Guest Lecturer</i> Lecture: Learning Theory <i>Tutorial: Group Project Preparation</i>	4
4	Mar 21 Mar 22	<i>Workshop: Stress Management</i> Lecture : Communication, Interpersonal Behaviour <i>Tutorial: Group Projects</i>	6 7
5	Mar 28 Mar 29	<i>Workshop: Transactional Analysis</i> Lecture: Motivation <i>Tutorial: Motivation Exercises</i>	5
6	Apr 4  Apr 5	<i>Workshop: Test 1</i>  Lecture : Groups and Teams <i>Tutorial: Group and Team Exercises</i>	8
		<b><i>Mid Semester Break</i></b>	
7	Apr 25 Apr 26	<i>ANZAC Day, no Workshop</i> Lecture : Leadership <i>Tutorial: Group Projects / Case Study</i>	9
8	May 2 May 3	<i>Workshop: Guest Lecturer / Case Study</i> Lecture : Organisational Structure and Design <i>Tutorial: Group Projects / Case Study</i>	10
9	May 9 May 10	<i>Workshop: Case Study</i> Lecture : Organisational Culture <i>Tutorial: Group Projects Preparation</i>	11
10	May 16  May 17	<i>Workshop: Test 2</i>  Lecture : Organisational Power, Politics and Conflict <i>Tutorial: Group Project Presentation</i>	12
11	May 23 May 24	<i>Workshop: Case Study</i> Lecture : Organisational Change and Development <i>Tutorial: Case Study</i>	13
12	May 30 May 31	<i>Workshop: Final Examination Preparation</i> Lecture : Current and Emerging Issues in OB <i>No Tutorial</i>	14

## **Instructional Approach**

This course will utilise 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 four 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 on Wednesday, March 1.**

Each lecture will focus on a particular aspect of Organisational Behaviour as outlined in the agenda. The accompanying slides for each lecture will be posted on Blackboard before 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 Tuesday, 28 February.**

The 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 – 10 sessions (1 hour 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 6 March**. Tutorial sign-up will take place **in person during the first workshop** on **Tuesday 28 February**. Please ensure that you attend this workshop, as **requests will not be taken by email or by phone**. There is a maximum number of 15 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 once they are allocated.

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 to the course coordinator.

**Please note that employment is not considered an exceptional circumstance.**

## Assessment Requirements

Assignment	Title	Weight	Date
1	In-Class Tests (2) (Each Test carries 15%)	30%	1 <sup>st</sup> test: 4 April 06 2 <sup>nd</sup> test: 16 May 06
2	Group Project: - Tutorial Presentation - Formal Group Report Sub-Total	10% 10% 20%	Tutorial Week 11 11:30a.m. 22 May 06
3	Final Examination -Case Analysis	50%	TBA
	<b>TOTAL</b>	<b>100%</b>	

- Two one hour tests will be held for **all** students during the regularly scheduled Workshops on 4 April 06 and 16 May 06.

**1<sup>st</sup> In-Class Test** (Total Marks: 15%), Date: Tuesday, 4 April 06, 12:40 - 1:30p.m.

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

**2<sup>nd</sup> In-Class Test** (Total Marks 15 %), Date: Tuesday, 16 May 06, 12:40 - 1:30p.m..

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

### 2. Group Project: Critical Issues in Organisational Behaviour

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 lecturer will suggest topics for your group to research, and topics will be approved by your tutors before your group begins research. Once you have your topic, you are to discuss it with a theoretical perspective and apply your topic to an organisation or to a current event.

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

**Tutorial Presentation:** During Week 11, 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 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 provided in the workshops and tutorials. Essays are to be delivered in the MGMT 202 drop-off box number **27 on the mezzanine floor of Rutherford House** by **11:30a.m. 22 May 06**.

### 3. Final Examination

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 6–24 June 2006.

Refer to the previous years' Final Examinations in order to get an idea of examination style and requirements.

### **Passing MGMT202**

In order to pass this course, 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.

### **Mandatory Course Requirements:**

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 8 out of the 10 tutorial sessions (the Week 11 Tutorial is compulsory),
- b. Sit the two In-class tests, and
- c. Complete the requirements of the group project.

Your status on meeting Mandatory Course Requirements will be posted on Blackboard and the Management Notice Board.

### **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.

### **Policy on Remarking**

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Marking guidelines are provided to tutors.

Application for remarks must be made within 7 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form. Hand this with your assignment to the Tutorial Coordinator. Allow for up to two weeks for remarks to be completed.

If a remark is requested for group assignments ALL students from the group must sign the remark application form because the remark result will apply to ALL group members.

Due to the nature of the assessment there can be no remarks for the Tutorial Presentation.

### **Communication of Additional Information**

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 the coordinator should be contacted. I will also make a point of asking for comments/concerns in lectures in order to identify issues that you may have.

### **Referencing**

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

### **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](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).

### **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](http://www.vuw.ac.nz/policy/studentconduct)) and may be penalised 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](http://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](mailto: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/](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).

### **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 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](mailto: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.