

VICTORIA MANAGEMENT SCHOOL

MGMT 202 ORGANISATIONAL BEHAVIOUR

Trimester Three 2006

COURSE OUTLINE

Course Coordinator: **Dr Kala S Retna**
Victoria Management School
RH 909
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Tutorial Coordinator: **Garry Tansley**
Victoria Management School
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CLASS TIMES AND ROOM NUMBERS:

Lecture: Tuesdays: 09.30am -12.30pm (GBLT2)
Lecture and Workshop: Thursdays: 09.30am -12.30pm (GBLT2)

Dates: The lectures and tutorials will commence on 9th January 2007 and details are attached in Annex A. Note that 6 February is a holiday, so lecture is brought forward to 5 February and will be held at RH LT 2)

Tutorials: Two-hour time slots will be scheduled from Tuesdays to Thursdays. There will be four tutorials, commencing from 9 January 2007. All students must attend one 2 hours tutorial per week.

EXAMINATION:

This course has a 2-hour final examination. The examination period will be from 12-18 February 2007.

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 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.

EXPECTED WORKLOAD:

Students can expect the workload to be approximately 40-42 hours per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and outside class.

TUTORIAL SIGNUP INSTRUCTIONS:

Requirements to use this programme:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded.

Instructions:

Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system.

The "Signup Home" page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT 202.

MGMT 202 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A "key" is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the "ENROL" button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for that tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you’re enrolled into the session from a waitlist.

You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for one (1) other preferred session.

You can choose to “WITHDRAW” from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.

A “FULL” button indicates all seats and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons are available in the “Key” section at the bottom of the signup page.

You can only “ENROL” in ONE tutorial session and “JOIN ONE (1) WAITLIST” for other tutorial sessions.

You can login and signup (or change your signup) anytime between 12 noon Tuesday 16th November 2006 and the last date: midnight Monday 8th January 2007. You will NOT be able to signup or change your choice after the last date - midnight 8th January 2007.

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on “My Signups” on the left hand menu.

Click on “Support” on the left hand menu if you are having problems.

This online signup system is available round the clock over the internet. Please make use of it to sign up for MGMT 202 tutorial before midnight, Monday, 8th January 2007. Any requests after this date will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in exceptional circumstances and there is NO GUARANTEE that you will get your requested tutorial time.

Tutorials start on the first week of the course. As there is a maximum of 12 students per tutorial class you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard and on the Management notice board on the Mezzanine Floor of the Rutherford House by 12noon Tuesday 9th January 2007. If you have any serious problems about the allocations see Garry Tansley at RH office.

READINGS:

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 and tutorial exercises that will be distributed in the first lecture.

ASSESSMENT REQUIREMENTS:

Assig nment	Title	Weight	Date
1	One In-Class Test	25%	25 January, 2007
2	One Individual Assignment	25%	30 January, 2007 (by 5pm)
3	Final Examination	50%	Between 12-18 Feb 2007
	TOTAL	100%	

1. In-Class Test

Date: Thursday, 25 January 2007

Marks: 25%

The test will comprise of 2 essay questions and it is expected that your answers will integrate knowledge of organisational behaviour from a number of sources including: classroom discussion, class handouts, tutorials, the course textbook and assigned readings.

2. Illustrative Individual Essay

Due: Tuesday, 30 January 2007 (By 5pm) Marks: 25%

Length: 1500 words

Details of the essay question will be handed out in the first lecture on 9 January 2007.

3. Examination

Date: Between 12-18 Feb 2007

Marks: 50%

The examination is worth 50%. It is closed book 2-hour examination. Essay style answers are expected. You will be assigned a case to study and asked to answer three 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.

Handing in assignments:

Assignments should be dropped in MGMT 202 Box at Mezzanine floor of Rutherford House in hard copy form by the due time on the due date. All completed assignments must have a cover sheet. The cover sheet is in Annex B. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

MANDATORY COURSE REQUIREMENTS:

To meet Mandatory Course Requirements, students are required to:

- Attend at least 3 out of the 4 tutorial sessions;
- Sit the one In-class test;
- Submit one individual assignment by the scheduled date and time (30 January, 2007 by 5pm); and
- To obtain at least 40 per cent (i.e. 20 marks out of 50) of the final examination marks available.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

Grading Guidelines:

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment.

PENALTIES - for Lateness & Excessive Length of Assignments:

- (i) 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.
- (ii) Course Outlines provide a signal to student 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 Course Coordinator, 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 Course Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) 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. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost

all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex C) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment at Reception Level 10. Allow for up to 5 days for remarks to be completed.

COMMUNICATION OF ADDITIONAL INFORMATION:

As you will learn from this course, 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 and Academic Services Office

The Faculty's Student and Academic Services 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 Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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.

- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy 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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at 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. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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 Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta

Manaaki Pihipihinga Coordinator

Room 210, Level 2

Railway West Wing

Tel. (04) 463 8997

Email: Puawai.Wereta@vuw.ac.nz

Fa'afoi Seiuli

Pacific Support Coordinator

Room 109 B

14 Kelburn Parade

Tel. (04) 463 5842

Email: Faafoi.Seiuli@vuw.ac.nz

The Pacific Support Coordinator is also available on the Pipitea Campus, Room 212, Level 2, Railway West Wing, every Thursday, 1-4pm. No appointment is necessary. You can either come in, email or phone with any issue that you need help with. Fa'afoi links Pacific students to the services and support they need while studying at Victoria.

ANNEX A

Week	Dates	TOPIC	CHAPTER
Week 1	9 Jan 07 9.30-12.30pm	Lecture 1: a. What is OB? Why do we need it? b. Individual Differences c. Briefing on Workshop/Tutorial/Assignments	1, 2,
	11 Jan 07 9.30-12.30pm	Lecture 2: a. Perception, Values and Ethical Behaviour. b. Learning, Behaviour Modification/Learning Organisation <i>Workshop</i> Tutorial 1	3, 4
Week 2	16 Jan 07 9.30-12.30pm	Lecture 3: a. Communication b. Motivation	5 & 7
	18 Jan 07 9.30-12.30pm	Lecture 4: Groups and Teams <i>Workshop</i> Tutorial 2	8
Week 3	23 Jan 07 9.30 -12.30pm	Lecture 5: Leadership	9
	25 Jan 07 9.30-12.30pm	Lecture 6: Organisational Structure <i>Workshop: Class Test 1 (11.30-12.30)</i> Tutorial 3 Case study	10
Week 4	30 Jan 07 9.30-12.30pm	Lecture 7 : Organisational Culture	11
	1 Feb 07 9.30-12.30pm	Lecture 8: Power and Politics <i>Workshop</i> Tutorial 4 Case Study	12
Week 5	5 Feb 07 9.30-12.30pm	Lecture: 9. Lecture Organisational Change and Development	13
	9 Feb 07 9.30-12.30pm	Lecture 10: OB and Future Challenges <i>Workshop: Examination Preparation</i> No Tutorial	14

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Victoria Management School

MGMT202 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

Tutor's Name: _____ Tutorial Number: _____

Tutorial Day: _____ Tutorial Time: _____

Date Due: _____ Date Submitted: _____

*I have read and understood the university policy on Academic Integrity and Plagiarism.
I declare this assignment is free from plagiarism.*

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____

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Victoria Management School

MGMT 202

Request for re-examination of assessed work.

	Assessment affected <i>e.g. Individual Assignment, In-class Test</i>	
Student ID	Name <i>As it appears in your enrolment</i>	Tutorial No/Tutor's name
Contact Details	<i>Phone</i> _____ <i>Email</i> _____	

Specify which section (criteria specified in the mark sheet) you wish to be re-examined

Note: requests to re-examine "all" criteria will not be considered.

Clearly state why you believe each of these sections should be re-examined:

Note: "I think it is worth more," is insufficient.

In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

.....
 Signature Date