

Victoria Management School

CMSP 802 ORGANISATIONAL BEHAVIOUR

Trimester One 2007

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

Dr Kala S Retna

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SENIOR ADMINISTRATOR

Charlotte Deans

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Class Times and Room Numbers

Lecture: Thursday Evenings: 1740-1930, RHLT2

Commencing on 1st March 2007 to 31 May 2007

This course has a 2-hour final examination. The examination period will be from 7th-27th June 2007.

Introduction

The course will examine the building block model of Organisational Behaviour (OB); it will attempt to provide a knowledge base to understand people at work and provide an understanding of how organisations and people can be better managed.

The intent has been to design a course which provides an appropriate introduction to the broad field of OB and which challenges students to think critically about the embedded nature of OB theory and the underlying behavioural dimensions to management practice.

The focus is on the development, use and integration of theory and practice. Throughout the course, the emphasis is on taking a managerial view of the situation, and providing a critical perspective that reflects students' experience, the relevance of OB concepts to actual organisations and creative solutions to organisational issues. As such, the course will adopt an approach that blends theory, critical perspective and application. The course will provide students with an introduction to theories and concepts of OB that will allow for the development of a better understanding of how human beings interact with organisations and how in turn humans are impacted upon by the organisations that they work within.

In particular, the course will challenge students to think critically about issues on the nature of individuality on work activities, motivational processes, the ways groups form and interact for

organisational effectiveness, management issues on leadership, impact of change on people and the power, political and control dimensions of organisational activity.

Programme and Course-related Learning Objectives

This course will provide students opportunity:

- to develop oral and written and IT-related communication skills
 - through active participation in class discussion
 - through the development and presentation of oral and written reports, using narrative, rhetoric and diagrammatic and other schema as forms of presentation
 - through formal and informal classroom debate
 - through individual assignment of a written illustrative essay
- to develop critical and creative thinking skills
 - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
 - through debate and classroom discussion on specific case studies
- to develop leadership skills
 - through leading group exercises and group projects
 - through group assignment; reporting on a group's activities or ideas to a class
 - through student reflection on their experience: two students to report on the relevance of the OB model/theory at their workplace at the end of each lecture

Overall Course Objectives

The course has several objectives, which include:

- examining contemporary issues in OB both globally and in New Zealand
- comprehending the complex interaction of human behaviour and organisations
- defining issues critical to the management of organisations and employees
- understanding the skills of managing people
- exploring organisational dimensions of politics, power and control
- understanding OB as a subject at the heart of the management of organisational endeavour
- improving competence in leading and managing
- developing an ability to apply organisational theories and concepts to the analysis of a wide range of business situations

Course-related Student Learning Objectives

On successful completion of the course, students should be able:

- to demonstrate an understanding of some major theoretical frameworks and concepts relevant to your workplace and practice (covered in chapters 1 to 13)
- be able to use such frameworks to describe / critically evaluate /develop / propose suggestions/recommendations in your workplace
- develop an ability to communicate reason / argument / recommendations etc related to critical analysis of a specified managerial situation using a specific theoretical framework
- recognise the importance of critical analysis, leadership and communication skills in leading and managing people in organisations

Expected Workload

Students can expect the workload to be approximately 10-12 hours per week of student work, including both scheduled contact time (lectures) and outside class.

Group Work

While the course 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. You will be expected and encouraged to work in groups on in-class cases and group assignments.

Readings

The *required* textbook is:

G. Elkin, B. Jackson & K. Inkson, (2004) (2nd Edition) Organisational Behaviour in New Zealand, Theory and Practice, Pearson Education, New Zealand.

The *recommended* textbook:

Jackson, B.G. & Parry, K. (2001). The Hero Manager. Penguin: Auckland (Available at VUW Book Centre).

Assessment Requirements

Assignment	Title	Weight	Date
1	One Individual Assignment –An illustrative essay	25%	5 Apr 07
2	Organisational Analysis Assignment	25%	24 May 07
3	Final Examination	50%	7 th -27th June 2007
	TOTAL	100%	

1. Individual Essay

Due Date: 5 Apr 07 Marks: 25%
Length: 1500 words

Details of the essay question will be handed out in the first lecture on 1 march 2007.

2. Group – Organisational Analysis Assignment

Due: 24 May Marks: 25%
Length: 2500 words

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 4-5 (the number will be specified in class), you will examine a specific organisational issue in the light of organisational behaviour theories. In class, you will present a 5-min overview of your group assignment and your findings. Further details of the assignment will be handed out in class.

3. Examination

Date: 7th-27th June 2007 Marks: 50%

The examination is worth 50% of the total marks available for this course. It is closed book 2-hour examination. Essay style answers are expected. You will be assigned a case 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 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 or Charlotte Deans (RH 1004), the Senior Administrator for the CMSP. 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:

- a. Submit one individual assignment by the scheduled date and time;
- b. Submit one group assignment by the scheduled date and time;
- c. To obtain at least 40 per cent (i.e. 20 marks out of 50) of the final examination marks available.

Students who fail to satisfy the 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.

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

Penalties- for Lateness & Excessive Length of Assignments

- (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. Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Requirements**.
- (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 co-ordinator, 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 co-ordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits **should be adhered to**, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

GRADING GUIDELINES

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

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
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. Note this is a failing grade.

Policy on Remarking:

Every attempt is made to ensure that the marking is consistent and fair to students.

Students may ask for their written work to be remarked. A different lecturer 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 lecturer 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.

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>).

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Email Contract

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg

CMSP 802_Smith_Pauline_3000223344_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.

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 or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

Course Content

Session	Date	Topic/Reading	Chapter
1	1/3	Introduction & Course Overview What is Organisational Behaviour?	1
2	8/3	Individual Differences and Similarities	2
3	15/3	Perceptions and Values	3
4	22/3	Learning theories	4
5	29/3	Motivation Concepts	5
6	5/4	Communication and Interpersonal Behaviour	7
		Mid-Trimester Break	
7	26/4	Understanding Groups and Team Behaviour	8
8	3/5	Leadership Concepts and Theories	9
9	10/5	Organisational structure & design Organisational Culture	10, 11
10	17/5	Organisational Power, Politics and Conflicts Organisational Change	12, 13
11	24/5	Class Presentation	
12	31/5	OB Future :current issues and challenges	14

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Victoria Management School

CMPS 802 Individual Assignment Cover Sheet

Name: _____

Student ID: _____

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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CMSP 802

Request for re-examination of assessed work.

	Assessment affected <i>e.g individual assignment, group assignment</i>	
Student ID	Name <i>As it appears in your enrolment</i>	
Contact Details	Phone _____ _____ Email _____ _____	

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