

Victoria Management School

**MGMT202 ORGANISATIONAL BEHAVIOUR**

Trimester One 2007

**COURSE OUTLINE**

**Contact Details**

**COURSE COORDINATOR & LECTURER**

**Dr Todd Bridgman**

Room: RH903, Rutherford House  
Phone: 463 5118  
Email: [todd.bridgman@vuw.ac.nz](mailto:todd.bridgman@vuw.ac.nz)  
Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

**ADMINISTRATION ASSISTANT**

**Tricia Lapham**

Room: RH919, Rutherford House  
Phone: 463 5381  
Email: [tricia.lapham@vuw.ac.nz](mailto:tricia.lapham@vuw.ac.nz)

**TUTORIAL COORDINATOR**

**Garry Tansley**

Room: RH 120  
Phone: 463-6968  
Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

**Class Times and Room Numbers**

Lectures: Monday: 1.40 – 3.30 (RH LT 1)  
Friday: 1.40 – 2.30 (RH LT 1)

This course has a closed book 3-hour final examination. The examination period will be from 8<sup>th</sup>-27<sup>th</sup> June 2007.

**Introduction**

Organisational behaviour (OB) is about people in organisations: who they are, how they think, interact and behave, and why. This course aims to feed your intellectual curiosity, your understanding of organisations and ultimately your management capability. The aim is not to teach you ‘how to manage’ because managing (and being managed) is a practical activity and not something you learn from a textbook. The ‘how to manage’ idea is also problematic because it implies there is ‘one best way’ of managing, independent of the particular nature of the situation, history, context etc. This approach is rejected in favour of an understanding of organisations which highlights the complexity and difficulty of managing people in unique contexts. The course will introduce you to concepts, ideas, theories and frameworks which will hopefully lead you to reflect on your own experience of organisations and to generate a deeper understanding of those experiences. Through challenging you intellectually, the hope is that you will develop a better understanding of organisations, which will then enhance your abilities as a manager.

## **Programme and Course-related Learning Objectives**

This course will provide students opportunity:

- to develop oral, written and IT-related communication skills
  - through active participation in tutorial and class discussion
  - through the development and presentation of written reports
  - through formal and informal classroom debate
- to develop critical and creative thinking skills
  - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
  - through debate and classroom discussion
- to develop leadership skills
  - through structuring independent study
  - through leading a tutorial exercise
  - through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class

## **Overall Course Objectives**

The objectives of this course are to present the field of organisation behaviour in a way that

- values your own experience of organisations as a means to understand organisation and management
- encourages you to consider and reconsider what you already know about management and organisation
- appreciates that the study of organisation behaviour has an intellectual base that draws from a variety of academic disciplines (e.g. sociology, politics, psychology and economics) and is more than just 'commonsense'
- recognises that 'commonsense' understandings of organisations are conservative and allow little room for debate, discussion and new ways of thinking
- challenges the way organisations are conventionally understood in mainstream approaches
- illustrates that the key concepts in the study of organisation are as useful for making sense of our everyday lives as they are for studying behaviour in organisations

## **Course-related Student Learning Objectives**

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

- to demonstrate an understanding of mainstream and critical approaches to organisational behaviour
- to use such frameworks to deepen your understanding of people issues in organisations
- to critically evaluate theories, concepts and frameworks and apply them to a range of organisational phenomena

## **Expected Workload**

Students can expect the workload to be approximately 15hrs per week including both scheduled contact time (lectures, tutorials) and outside class.

## **Readings**

The required textbook is:

Knights, D and Willmott, H. (2007). *Introducing Organizational Behaviour and Management*. Thomson, London.

Additional readings are contained in a book of Course Readings, which will be distributed in the first lecture.

## Course Schedule

Week	Date	Topic	Reading
1	Mon 26/2	Course Info, Perspectives on OB	No Reading
	Fri 2/3	Perspectives on OB	K&W Ch 1
2	Mon 5/3	Motivation	K&W Ch 2; CR 2.1, 2.2
	Fri 9/3	NO LECTURE	
3	Mon 12/3	Groups and Teams	K&W Ch 4; CR 4.1, 4.2
	Fri 16/3	Groups and Teams	
4	Mon 19/3	Knowledge and Learning	K&W Ch 5; CR 5.1, 5.2
	Fri 23/3	Test Preparation	
5	Mon 26/3	Organisation, Structure and Design	K&W Ch 6; CR 6.1, 6.2
	Fri 30/3	IN CLASS TEST	
6	Mon 2/4	Leadership	K&W Ch 7; CR 7.1, 7.2, 7.3
	Fri 6/4	NO LECTURE	
Mid-Trimester Break			
7	Mon 23/4	Power and Politics	K&W Ch 8; CR 8.1, 8.2, 8.3
	Fri 27/4	Power and Politics	
8	Mon 30/4	Culture	K&W Ch 9; CR 9.1, 9.2
	Fri 4/5	Culture	
9	Mon 7/5	Globalisation	K&W Ch 12; CR 12.1, 12.2
	Fri 11/5	Globalisation	
10	Mon 14/5	Bureaucracy and Post-Bureaucracy	K&W Ch 13; CR 13.1, 13.2
	Fri 18/5	Bureaucracy and Post-Bureaucracy	
11	Mon 21/5	Ethics	K&W Ch 14; CR 14.1, 14.2
	Fri 25/5	Ethics	
12	Mon 28/5	Course Review and Exam Preparation	No Reading
	Fri 1/6	NO LECTURE	

Key:

K&W = Knights & Willmott textbook

CR= Course Readings

## 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 MGMT202

MGMT202 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, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired 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. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

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 in 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 will be able to login and signup (or change your signup) anytime between 12 midnight 19<sup>th</sup> Feb 2007 and the last date: midnight 1<sup>st</sup> March 2007. You will NOT be able to signup or change your choice after the last date - midnight 1<sup>st</sup> March 2007. Any changes will be made by the tutorial coordinator on a case by case review of your ‘exceptional circumstance’.

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 a MGMT202 tutorial before midnight, the 1st March 2007. Any requests after this date any 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 13 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 Rutherford House (Pipitea Campus) by 5pm 2<sup>nd</sup> March 2007. If you have any serious problems about the allocations see The Tutorial Coordinator in the RH office ASAP.

### Assessment Requirements

Assignment	Title	% of Marks Available	Due Date
1	In-Class Test	15%	Friday 30 March
2	Individual Assignment	25%	Friday 18 May
3	Tutorial Participation	10%	
4	Final Examination	50%	Friday 15 <sup>th</sup> June
	<b>TOTAL</b>	<b>100 %</b>	

#### 1. In-Class Test

Date: Friday 30 March      Marks: 15%

The test will comprise essay-style questions. More information will be given in lectures and posted on Blackboard.

#### 2. Individual Assignment

Due: Friday 18 May, 4pm      Marks: 25%  
Word Limit: 1500 words

This assignment requires you to explore an instance of organisational behaviour using theory (concepts, frameworks, ideas). The aim of the assignment is to apply theory in order to generate a deeper understanding of the phenomena/event. Your analysis can draw from either the mainstream or critical perspectives (or both). More details will be provided in lectures and posted on Blackboard.

#### 3. Tutorial Participation

Marks: 10%

Participation in tutorials is crucial to the learning process on this course. This is a participation mark, not an attendance mark. You will be assessed by your tutor on the extent and quality of your participation. Tutorials begin in week 3.

#### 5. Examination

Date: 8<sup>th</sup>-27<sup>th</sup> June 2007      Marks: 50%

The examination is worth 50% of the total marks available for this course. It is closed book 3-hour examination. Essay style answers are expected. More information will be given in lectures and posted on Blackboard.

### **Handing in assignments**

Assignments should be dropped in MGMT 202 Box 24 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 A of this course outline. 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. Sit the one In-class test;
- b. Submit the individual assignment by the scheduled date and time; and
- c. Obtain at least 40 per cent of the marks available (i.e. 20 marks out of 50) for the final examination.

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 Tutorial 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 Tutorial Coordinator 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. **A penalty of up to X% of the grade may be applied to an assignment which is X% 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 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 B) 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/research/reference/referencingguides.aspx>).

### 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 Contact

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

MGMT202\_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](http://www.vuw.ac.nz/policy).

For information on the following topics, go to the Faculty's website [www.vuw.ac.nz/fca](http://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](mailto: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](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.



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



**Victoria Management School**

**MGMT 202 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.*

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

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

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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