

VICTORIA MANAGEMENT SCHOOL

MMBA 505 ORGANISATIONAL BEHAVIOUR

Trimester 1 2007

COURSE OUTLINE

Contact Details

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Class Times and Room Numbers

Wednesdays 17:40 – 19:30 RH LT 3

Final Examination Period: 8 – 27 June 2007

Course Objectives

The Master of Business Administration Programme serves to produce professional managers capable of fulfilling strategic roles within corporate and government enterprises. Integral to this capability is an understanding of the dynamics of human behaviour in organisational settings.

This course aims to provide students with a solid theoretical base upon which a practical framework for managing and succeeding in the workplace can be established. The scope of this course, being the initial offering in the MBA programme, is broad. All three levels of the organisational behaviour domain — personal, interpersonal, and organisational — are covered. Subsequent offerings in the MBA programme will allow students to focus in on topics of particular interest.

By the end of this course, you should:

1. Have an understanding of the major theories and concepts underlying the social science of organisational behaviour.
2. Have a sense of how these theories are applicable within the context of modern information-age organisations.
3. Have a strategic perspective with respect to the linkages and interrelationships in managing human resource interventions.

Course Content

This course comprises twelve two-hour lectures covering the traditional span of organisational behaviour as follows:

Introduction

- Course Introduction
- OB in the context of the Information Age

Individual Behaviour

- Individual Behaviour
- Motivation
- Learning Theories

Group Behaviour

- Group Dynamics
- Interpersonal Communication
- Leadership
- Power and Politics

Organisational Behaviour

- Organisational Structure and Design
- Organisational Culture
- Organisation Change

Readings

Steven McShane and Tony Travaglione (2003 or 2005 Enhanced) *Organisational Behaviour: on the Pacific Rim*. McGraw-Hill / Irwin.*

* - In addition to the textbook, this course will rely on materials from a variety of sources, including practitioner and academic journals.

Materials and Equipment

It is expected that all assignment submissions will be prepared on white bond paper using PC technology and submitted in hard copy. All other assessment materials will be supplied. The final examination will require hand-written responses to a case-study situation to be submitted in a VUW examination booklet.

Workload

Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30hrs during the mid-trimester break.

Assessment Requirements

| | | |
|-----------------------------------|---------|-----------------------------------|
| 10 x Discussion / Thinking Paper | 2% each | see end-of-lecture topic question |
| 1 x OB Group Project | 20 % | due 1 June (4 pm at RH 1004) |
| 1 x Mid-Term Test (open book) | 10 % | on Saturday AM – 31 March |
| 1 x Final Examination (open book) | 50 % | University Examination Period |

Discussion / Thinking Papers (2% each – ten out of twelve required) – At the end of each of the twelve lectures a discussion topic will be provided as an opportunity for students to reflect and write on a personal application of organisational behaviour theory. Students are invited to reflect on and write on the topic up to a maximum of three pages (typed, double-spaced). For example: the discussion topic at the end of the first lecture will be: “What right do I have to manage other people?” The operative word here is “reflect”. These papers should not be used to summarise other people’s theory as discussed in the course. They are an opportunity to delve into your own personal thoughts regarding the various topic areas. Discussion papers will be due at the start of the following lecture (or one week after class for the final lecture.) They will be returned the next week. This assignment constitutes “individual work”.

OB Group Project (20%) – The OB group project will be discussed during the initial lectures, at which time detailed terms of reference will be distributed. Written Group Reports will be due on Friday, 1 June at the MBA Administrator’s Office (RH 1004).

Important Note – Inclusion of prior work and research completed for other purposes, including other MBA courses, is welcome. However, such material must be explicitly recognised as prior work in the project report, citing its origin. If prior work is utilised, then it is expected that the OB Group Project will build on this work, thereby making an original contribution.

Mid-Term Test (10%) - In the past some students have been "taken by surprise" by the demands of the final examination. To address this issue a mid-term test is planned that will "model" the final examination in form and approach. This test (3 hours – open book) will take place on Saturday morning, 31 March, from 09:30 to 12:30 (location t.b.a.).

Final Examination (50%) - A final open-book examination will be held during which students will be expected to apply their knowledge to organisational problem situations described by means of case vignettes. In accordance with Victoria MBA programme policy, students must obtain a minimum of forty percent of the marks available on the final examination in order to pass the course. The final examination will be scheduled during the University Mid-Year Examination Period – 7 June to 27 June 2007. MMBA 505 students need to be available during this period.

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

Mandatory Course Requirements

To meet the mandatory course requirements for this course, students are required to attend classes, fully participate in and submit the written OB Group Project Report, achieve at least fifty percent of the total marks available for term work; and are required to obtain at least forty percent of the final examination marks available.

Victoria MBA Grading Standards are as follows:

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 at Master's level.

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.

Individual Work

While the Victoria MBA programme 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 individual assignments.

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 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 MMBA 505.

Lecture Schedule – MMBA 505 - 2007

| Week | Date | Topic | Basic Reading |
|------|---------------------|---|--|
| | | | McShane et al. (2003 & 2005) |
| 1 | 28 February | - Course Introduction - Organisational Behaviour Defined | — Chap. 1 |
| 2 | 7 March | - The Future OB Context | (see handout) |
| 3 | 14 March | - The Nature of Individual Personality and Behaviour | Chaps. 3 & 4 |
| 4 | 21 March | - Motivation | Chaps. 5 & 6 |
| 5 | 28 March | - Learning and OB Modification | Chap. 2 & Kreitner and Kinicki (Ch 7) |
| * | 31 March | - MMBA 505 – Mid-Term Test 9:30 am to 12:30 pm | |
| 6 | 4 April | - Group Dynamics | Chap. 8 |
| * | 6 April to 22 April | - Mid-Trimester Break | |
| 7 | 25 April* | - Communication (*date?) | Chap. 11 |
| 8 | 2 May | - Leadership | Chap. 14 |
| 9 | 9 May | - Organisational Power and Politics | Chap. 12 |
| 10 | 16 May | - Organisational Design | Chaps. 15 |
| 11 | 23 May | - Organisational Culture | Chaps. 16 |
| 12 | 30 May | - Organisational Change | Chap. 17 |
| | 8 June – 27 June | - Mid-Year University Examination Period | |

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.