

Victoria Management School

MMMS 512 ORGANISATION DYNAMICS

Trimester One 2007

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

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ADMINISTRATION ASSISTANT

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Class Times and Room Numbers

Thursdays 1.40 – 4.30pm (RWW 221)

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

Introduction

Organisation dynamics (or behaviour) 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 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.

An important feature of this course is the inclusion of both mainstream and critical approaches to the study of organisational dynamics. For each topic, there is a review of contributions to the mainstream study of that topic, followed by a review of the critical approach to that topic. Mainstream perspectives give priority to ideas that are conservative and pro-managerial, while critical perspectives are capable of providing radical insights and which challenge the notion that managers *alone* have the right to determine how work should be organized.

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 class discussion
 - through the development and presentation of oral and written reports
- to develop critical and creative thinking skills
 - through assignments requiring analysis, evaluation, interpretation and synthesis
 - through debate and classroom discussion
- to develop leadership skills
 - through structuring independent study
 - through leading class discussion on a selected set of readings

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
- be able to use such frameworks to generate deeper understanding of people issues in organisations
- develop an ability to critically evaluate theories, concepts and frameworks and apply them to a range of organisational situations

Expected Workload

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

Readings

The required textbook is:

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

Additional readings are in the book of course readings, which will be distributed in the first class. It is expected that you will have read the relevant readings for each topic before class (except for the first class).

Course Schedule

Class	Date	Topic	Textbook Reading
1	March 1	Introduction Perspectives on Organisation Dynamics	Ch 1
2	March 8	Motivation	Ch 2
3	March 15	Groups and Teams	Ch 4
4	March 22	Knowledge and Learning	Ch 5
5	March 29	Organisation, Structure and Design	Ch 6
6	April 5	Leadership	Ch 7
		Mid-Trimester Break	
7	April 26	Power and Politics	Ch 8
8	May 3	Culture	Ch 9
9	May 10	Globalisation	Ch 12
10	May 17	Bureaucracy and Post- Bureaucracy	Ch 13
11	May 24	Ethics	Ch 14
12	May 31	Course Review	

Assessment Requirements

Assignment	Title	% of Marks Available	Due Date
1	Articles Summary	15%	At the class in which your assigned articles are discussed
2	Individual Assignment	25%	May 17
3	Participation	20%	
4	Final Examination	40%	8 th -27 th June 2007
	TOTAL	100%	

1. Articles Summary

Date: At the point in which the articles will be discussed Marks: 15%

Word Limit: 1500 words

In the first class you will be assigned a set of course readings to summarise. In your summary you should provide a brief overview of the articles, highlighting their key arguments and identifying the perspective(s) the authors draw on. You should end your summary with a critical comment which assesses the strength of their contribution to the topic. You should also develop two questions that can be used for class discussion. You will be asked to briefly speak to the articles in class and will distribute copies of your summary to each of your colleagues.

2. Individual Assignment

Due: In class on May 17 Marks: 25%

Word Limit: 2500 words

This assignment requires you to explore an instance of organisational behaviour using theory (concepts, frameworks, ideas). The phenomena/event might come from your own experience or it might be a current event in the news. It could also come from a film, book etc. The aim of the assignment is to apply theory in order to generate a deeper understanding of the phenomena/event. You should begin with a description of it. Your analysis can draw from any topic and from either the mainstream or critical perspectives (or both).

3. Participation

Marks: 20%

As is appropriate for a postgraduate course, classes will be conducted with the understanding that course members have as much to learn from each other as from the course coordinator. To make an effective contribution you will be required to carefully read the readings prior to class, reflect critically on your own personal experiences and practices and demonstrate willingness in class to speak to the readings, share your experiences and make critical judgements on the arguments presented.

5. Examination

Date: 8th-27th June 2007 Marks: 40%

The examination is worth 40% of the total marks available for this course. It will be a closed book 3-hour examination. Further details will be provided in class.

Handing in assignments

The articles summary should be handed in at the start of the class in which your assigned articles are discussed. The individual assignment should be handed in at the start of class on May 17. 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 the assignments by the scheduled dates and times; and
- b. Obtain at least 40 per cent of the marks available 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.

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 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) 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 X% of the grade for 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.

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 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

MMMS512_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.