



## VICTORIA MANAGEMENT SCHOOL

# MMBA 505 ORGANISATIONAL BEHAVIOUR

Trimester One 2008

## COURSE OUTLINE

### Contact Details

#### COURSE COORDINATOR

**Dr Paul McDonald**

Room: RH 931 Rutherford House

Phone: 463 5506

Email: [paul.mcdonald@vuw.ac.nz](mailto:paul.mcdonald@vuw.ac.nz)

Website: <http://www.vuw.ac.nz/vms>

#### Class Times and Room Numbers

Day: Wednesdays

Time: 17:40 – 19:30

Venue: RH LT 3

There will be a final examination in this course during the examination period 6 – 25 June 2008.

#### Introduction

The Master of Business Administration Programme serves to educate professional managers, thereby enabling the fulfilment of strategic roles within corporate and government enterprises, including the exercise of management capability. The primary objective of this course is to enhance students' management potential by studying the application of current management theories in relation to the modern workplace context.

The business context for this course is the modern information age. The essence of value creation in the information age is “thinking – mental work” versus “doing – physical work,” characteristic of the preceding industrial age. As a result, classical management principles and norms of management control are giving way to the creation of collaborative workplaces, including high employee commitment and involvement. These fundamental changes in the nature of work challenge managers to apply innovative practices and processes.

This course aims to provide students with a solid theoretical base upon which a practical framework for managing and succeeding in the modern 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.

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

This course will provide students opportunity:

- to develop oral and written communication skills
  - through active participation in class discussion
  - through the development and presentation of discussion papers
  - through formal and informal classroom debate
- to develop critical and creative thinking skills
  - through case studies and assignments requiring analysis, evaluation, interpretation and synthesis
  - through debate and classroom discussion
- to develop management capability
  - through an understanding of the major theories and concepts underlying the social science of organisational behaviour,
  - through gaining insights a sense of how these theories are applicable within the context of modern information-age organisations, and
  - through achieving a strategic perspective with respect to the linkages and interrelationships in managing human resource interventions.

### **Overall Course Objectives**

By the end of this course, you should:

1. Have an understanding of individual behaviour, group dynamics, and organisational theory within the context of an information age workplace,
2. Have a more in-depth conceptual appreciation for the complexities of management theory, and
3. Be confident in analysing a management case study situation.

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

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

- to demonstrate an understanding of major theories and concepts relevant to organisational behaviour,
- to apply such concepts and frameworks to their own management thinking and behaviour,
- to diagnose a business case situation and apply appropriate management theories, and
- to recognise the importance of effective management within the modern business context.

### **Workload**

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

### **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 (2007 – 2<sup>nd</sup> Edition) 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 in electronic softcopy and submitted via email to [paul.mcdonald@vuw.ac.nz](mailto:paul.mcdonald@vuw.ac.nz). The final examination will require hand-written responses to a case-study situation to be submitted in a VUW examination booklet.

## Assessment Requirements

Weekly Discussion / Thinking Paper	5% each	see end-of-lecture topic question
1 x Mid-Term Test (open book)	10 %	on Saturday AM – 29 March
1 x Final Examination (open book)	50 %	University Examination Period

Discussion / Thinking Papers (5% each – eight 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 1500 words (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 following week. You are invited to discuss the nature of these assignments in your study groups, but the actual write up must be entirely your own work. These assignments constitute “individual work”.

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, 29 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 – 6 June to 25 June 2008. MMBA 505 students need to be available during this period.

## Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- Submit eight out of twelve organisational behaviour discussion papers; and
- Be an active member of class, including participation and listening to others.
- Participate in a one day equivalent ‘Cross Cultural Management Workshop’

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, regardless of whether the mandatory course requirements have been satisfied or not.

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

## **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.

## **Victoria MBA Grading Standards are as follows:**

### Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85% and above): 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.

## **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 will be conveyed to students via class announcements.

## **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.

Lecture Schedule – MMBA 505 - 2008

Week	Date	Topic	Basic Reading McShane et al. (2007)
1	27 February	- Course Introduction - Organisational Behaviour Defined	— Chap. 1
2	5 March	- The Future OB Context	(see handout)
3	12 March	- The Nature of Individual Personality and Behaviour	Chaps. 2, 3(to pg 85) & 4
4	19 March	- Motivation	Chaps. 5 & 6
5	26 March	- Learning and OB Modification	Chap. 3 (from pg 85) & Kreitner and Kinicki (Ch 7)
*	29 March	- MMBA 505 – Mid-Term Test 9:30 am to 12:30 pm	
6	2 April	- Group Dynamics	Chap. 9 & 10
7	9 April	- Communication	Chap. 11
*	14 April to 27 April	- Mid-Trimester Break	
8	30 April	- Leadership	Chap. 14
9	7 May	- Organisational Power and Politics	Chap. 12
10	14 May	- Organisational Design	Chaps. 15
11	21 May	- Organisational Culture	Chaps. 16
12	28 May	- Organisational Change	Chap. 17
6 June – 25 June		- Mid-Year University Examination Period	