

Victoria Management School

## **CMSP 802 ORGANISATIONAL BEHAVIOUR**

Trimester One 2010

### **COURSE OUTLINE**

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#### **Contact Details**

##### **COURSE COORDINATOR**

**Dr Kala S Retna**

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Phone: 463 5066

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##### **SENIOR ADMINISTRATOR**

**Linda Walker**

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#### **Class Times and Room Numbers**

Lectures: Thursdays

Time: 17:40 –19:30

Venue: RH LT 2

**Teaching Period: Monday 1st March - Friday 4<sup>th</sup> June 2010**

**Study Period: Monday 7<sup>th</sup> June – Thursday 10<sup>th</sup> June 2010**

**Examination Period: Friday 11<sup>th</sup> June – Wednesday 30<sup>th</sup> June 2010 (inclusive)**

#### **Withdrawal from Courses:**

Information available via

**Withdrawal dates: Late withdrawals with Associate Dean (Students) permission**  
(See Section 8: Withdrawals - from the Personal Courses of Study Statute)

<http://policy.vuw.ac.nz/Amphora!~policy.vuw.ac.nz~POLICY~000000001743.pdf>

**Withdrawal dates: refunds:**

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

#### **Introduction**

The primary objective of this course is to enhance students' management potential by studying the application of current management theories (OB) in relation to the modern workplace context.

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 in the modern information age. As such, the course will adopt an approach that blends theory, critical perspective and application. 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.

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. Students will be expected to come to class with readings prepared and to engage in class discussion.

### **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 report
  - through formal and informal classroom debate
  - through class test of written illustrative essays
  
- 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 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.

## Expected Workload

A total of 150 hours of work is expected from students in this course. That consists of approximately 24 hours of classes, approximately eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 30 hours revising during the mid-trimester break and study week .

## Group Work

There is group work as part of this course. It is anticipated that this work will involve one study group meeting each week of 1-2 hours duration. Details as to assessment criteria for group work follow under ‘Assessment Requirements’.

## 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

See Annex A for details.

## Readings

The required textbook is:

Steven McShane and Tony Travaglione (2010 – 3rd 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.

## Assessment Requirements

Assignment	Title	Weight	Date
1	Mid-Term Test	35%	Thursday 22nd April 2010
2	Group Assignment – Organisational Analysis	15%	Thursday 27 <sup>th</sup> May 2010
3	Final Examination	50%	7th to 30 June 2010
	<b>TOTAL</b>	<b>100%</b>	

*Mid-Term Test (35%):* It is a closed book 1½ hours test. Essay style answers are expected. You need to answer two out of three questions that will require you to draw on different theories/images covering from weeks 1-5 (Chapters 1, 2, 3, 5, 6 & 8).

### *Group Assignment*

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 be familiar with the academic literature and to develop your skills of observation and analysis. Working in a group of 6, you will examine a specific organisational issue in the light of organisational behaviour theories. You will choose a New Zealand organisation to examine without interviewing any of its members. These issues must reflect any of the twelve topics comprising the course. Please clear your proposed area of interest with the course co-ordinator in advance, before you get too far along in your research mode. It is expected that different study groups will tackle different topic areas under the OB discipline.

Group Reports are expected to be in the order of 3000 words (not including appendices), well-organised and presented in accordance with professional business standards. Please use M-S word format, 12 point font, 1.5 line spacing, page numbers, and standard margins.

### **Assessment criteria for your report**

Content – the extent to which your report:

- Adequately analyses and represents the organisation's issue
- Reviews relevant literature
- Effectively integrates OB concepts/ideas
- Arguments well supported while acknowledging sources
- Shows independent thought in the suggestions/recommendations made for the organisation

### **Writing and presentation –the extent to which your:**

- Writing is clearly and logically structured
- Report is succinct and well presented while acknowledging sources

### *Final Examination (50%)*

Examination dates for trimester one: Friday 11<sup>th</sup> June to Wednesday 30 June 2010 (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

A final closed-book three hour 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 Post-Experience programmes policy, students must obtain a minimum of forty percent of the marks available on the final examination in order to pass the course.

### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Sit the CMSP 802 Mid-Term Test,
- b. Submit one Group Assignment;
- c. Sit for final examination and
- d. Be an active member of class, including participation and listening to others.

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 coordinator prior to the deadline date.

### **Victoria Post-Experience Programmes 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.

#### 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/research/reference/referencingguides.aspx>).

## **Communication of Additional Information**

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.

## **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting mis-referencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be copy typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**For the following important information follow the links provided:**

### **Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

### **General University Policies and Statutes**

<http://www.victoria.ac.nz/home/about/policy>

### **AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

### **Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/>

### **Manaaki Pihipihinga Programme**

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)

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**Annex A**

<b>Session</b>	<b>Date</b>	<b>Topic/Reading</b>	<b>Chapter</b>
1	4/3	Course Introduction OB Defined	1
2	11/3	Individual Behaviour and Processes Personality and Behaviour	2
3	18/3	Motivation	5 & 6
4	25/3	Learning theories –OB Modification	Chapter 3
5	1/4	Group Dynamics	8
		<b>Mid-Trimester Break</b>	
6	22/4	In class Mid –Term Test	
7	29/4	Communication	9
8	6/5	Leadership Concepts and Theories	12
9	13/5	Organisational Power & Politics	10
10	20/5	Organisational Design	13
11	27/5	Organisational Culture	14
12	3/6	Organisational Change	15
	<b>11 June- 30 June</b>	<b>Mid-Year University Examination Period</b>	

## **Group Assignment: *Critical Issues in OB***

In your 2<sup>nd</sup>/3<sup>rd</sup> lecture you will be broken up into small groups of 6 students. Your group will be working together to research and explore a specific organisational issue in the light of organisational behaviour theories.

### **The Group Project**

**Written Report:** In 3000 words your group should write about the concept/topic you researched, analysed and presented. The report should reflect your group's understanding and critical analysis of the topic.

### **To ensure fairness and Group Effectiveness**

All group members will carry out the following.

- Keep a log of the activities carried out as part of the group project.
- Each group to submit Annex A to the lecturer on 1<sup>st</sup> April 2010.
- Each group member to submit Annex B to the lecturer on 27<sup>th</sup> May 2010.



**Assessing Group Effectiveness (each group to complete and submit it to the lecturer on 1/04/10)**

*Please answer all questions from your own perspective. If you cannot answer a question please state briefly why the information is unavailable.*

1. What specific goal (s) is your group trying to accomplish. Please list the goal (s) in your priority order. Do you think the group basically agrees on the contents of this list?

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2. What activities has the group specifically chosen to undertake or assign in order to achieve its goals?

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3. Does each group member have specific responsibilities that help the group attain its goal(s)?  
Yes/No

4. List all group members by name and their individual responsibilities.

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5. Any other comments:

**Assessing Group Effectiveness - GROUP MEMBER CONTRIBUTION**  
 (To be submitted to the lecturer on 27/05/10)

Your Name \_\_\_\_\_

Group Members Names (including your own)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Evaluation of group member participation involves peer and self assessment. This information will be used by the paper co-ordinator in the event of any complaints perceived by group members (unfair contribution by any one of the group member).

Scale:

- 1 = minimal contribution
- 2 = minor contribution
- 3 = satisfactory contribution
- 4 = substantial contribution
- 5 = very substantial contribution

Group Member	1	2	3	4	5
Contribution at meetings (do they attend, participate and share ideas)					
Commitment to common goal (do they keep on task and show concern for doing things right)					
Reliable completion of tasks (do they show a responsibility to the group and the tasks they have to do)					

How many hours (on average) did you spend working with this group? \_\_\_\_\_