

Victoria Management School

MGMT202 ORGANISATIONAL BEHAVIOUR

Trimester One 2011

COURSE OUTLINE

CONTACT DETAILS

COURSE COORDINATOR

Dr Todd Bridgman

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ADMINISTRATOR

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PROGRAMME MANAGER

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Trimester Dates:

Teaching Period: Monday 28 February – Friday 3rd June

Study Period: Monday 6 June – Thursday 9 June

Examination Period: Friday 10 June – Saturday 2 July (inclusive)

Class Times and Room Numbers

Lectures: Friday: 10.30am – 12.20pm (RH LT 1)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 11 March 2011.
2. The standard last date for withdrawal from this course is 14th of May. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation

The application form is available from either of the Commerce Faculty's Student Customer Service Desks at Pipitea (Ground floor Rutherford House) and Kelburn (EA121).

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.

Course Learning Objectives

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

- Interpret mainstream and critical approaches to organisational behaviour;
- Apply organisational behaviour frameworks to people issues in organisations;
- Critically evaluate organisational behaviour theories, concepts and frameworks and apply them to a range of organisational phenomena.

The assessment for this course comprises tutorial participation, a case analysis and a final examination. Each piece of assessment involves a combination of each objective outlined above.

Expected Workload

Students can expect to spend 150 hours working on this course. This equates to approximately 10 hrs per week for each of the 12 teaching weeks plus approximately 30 hours for exam preparation.

Course Schedule 2011

Week	Date	Topic	Reading	Tutorial	Assessment
1	March 4	Course Information, Perspectives on OB	K&W Ch 1		
2	March 11	Motivation and the self	K&W Ch 2;		
3	March 18	Groups and teams at work	K&W Ch 4 CR 4.1	1.Perspectives on OB/Motivation	Case and questions posted 18 March, 4pm
4	March 25	Knowledge and learning	K&W Ch 5	2.Groups & Teams	
5	April 1	Leadership	K&W Ch 7 CR 7.1, 7.2, 7.3	3. Knowledge & Learning	
6	April 8	Culture	K&W Ch 9 CR 9.1, 9.2		
7	April 15	Mid-Course Review	No Reading		
Mid-Trimester Break					
8	May 6	Change and innovation	K&W Ch 10 CR 10.1, 10.2	4.Leadership	
9	May 13	Globalisation and organisations	K&W Ch 12 CR 12.1, 12.2	5.Culture/Change	Case Analysis: Due: Mon 16 May, 4pm
10	May 20	Bureaucracy and Post-Bureaucracy	K&W Ch 13	6.Globalisation	
11	May 27	Ethics at work	K&W Ch 14 CR 14.1, 14.2		Exam question bank posted 27 May, 4pm
12	June 3	Course Review and Exam Preparation	CR Hunter	7.Ethics	
Study leave and exam period					

Key:

K&W = Knights & Willmott textbook

CR= Course Readings

Readings

The *required* textbook is:

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

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

Assessment Requirements

Assignment	Title	% of Marks Available	Due Date
1	Case Analysis	30%	Monday 16 May 4pm
2	Tutorial Participation	10%	On-going
3	Final Examination	60%	Friday 10 June – Saturday 2 July
	TOTAL	100%	

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

1. Case analysis

Due: Monday 16 May, 4pm

Marks: 30%

Word Limit: 2000 words (+/- 10%)

This individual assignment requires you to read a case and answer a series of questions. The case, questions and marking guide will be posted on Blackboard on Friday March 18 at 4pm. The word limit is 2000 words, inclusive of tables, footnotes, references etc. The word limit should be strictly adhered to. +/- 10% is acceptable, but outside of this, penalties may be applied. Appropriate referencing is required.

Your assignment should be dropped in the **MGMT 202 Box (Number 24)** on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by the due time on the due date. It must have a cover sheet (Annex A).

Assignments received after the due time will be deemed to be late, and must be handed to the Administrator for this course, Luisa Acheson in RH1022 where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

You must also keep an electronic copy of your 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.

2. 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. There are seven tutorials during the course and the first tutorial is in week 3. Please refer to the Course Schedule to see when tutorials are scheduled. The topics of the tutorials and the preparation you are required to undertake for them are outlined in the Tutorial Schedule.

3. Examination

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the period from Friday 10 June – Saturday 2 July 2011.

The exam is worth 60% of the marks available for this course. The exam will be closed book and will be 3 hours in duration. It will consist of 4 questions, which the Course Coordinator will select from a question bank. The question bank will be posted on Blackboard at 4pm on Friday 27 May. Essay style answers are expected (introduction – main body – conclusion). The following reading, which appears at the back of your Course Readings, provides advice on how to write essays in exams.

Hunter, I. (2008). *Write that essay! A Practical Guide to Writing Better Essays and Achieving Higher Grades*, McGraw-Hill, North Ryde, NSW: pp.76-86.

Mandatory Course Requirement

To meet the Mandatory Course Requirement, students are required to obtain at least 40 per cent of the marks available (i.e. 24 marks out of 60) for the final examination.

Students who fail to satisfy the mandatory requirement 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 requirement has been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

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 (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **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 Course Requirements**.

- (ii) Course Outlines provide a signal to students 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 **Programme Manager**, 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 clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.
- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Programme Manager** as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) The ability to write in an economical style is a skill that is valued in both academic and business settings and therefore word limits should be strictly adhered to. +/- 10% is acceptable. Beyond that, **a penalty may be applied**.

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 into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

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, e.g. 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.

Tutorial Signup Instructions

Tutorial signup is done through the online programme; 'S-Cube'. You should already have been notified by email about your sign-up to a tutorial. Go to the signup website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system. Click on MGMT202 and follow the instructions. If you have been unable to sign up by the end of the second week of the course please contact the Programme Manager.

Tutorial Schedule

There are seven tutorials during the course and the first tutorial is in week 3. Please refer to the Course Schedule to see when tutorials are scheduled.

The tutorials will be a mixture of case studies and structured discussions around questions. The case studies are drawn from the New Zealand context and require you to apply concepts, theories and frameworks to real-life situations. You are expected to have read the assigned case (available in the red Course Readings book) and prepared answers to the questions before attending the tutorial. The structured discussions will be based around questions which have been used in test and question banks in previous years. This will provide excellent preparation for the exam. Again, you are expected to prepare answers to the questions before attending the tutorial.

Tutorial1 1: Week beginning 14 March**Topics: Perspectives on OB/Motivation**

Prepare answers to the following questions:

1. What are the differences between the mainstream and critical views of organisational behaviour?
2. How has our understanding of how to motivate people developed since Frederick Taylor first introduced his ideas about scientific management?
3. Based on your own experiences, what insights can critical perspectives provide the study of motivation? What are their limitations?

Tutorial1 2: Week beginning 21 March**Topic: Groups and Teams**

Read the case '*Developing Teamwork at New Zealand Cricket*' (Course Reading 4.1) and prepare answers for the following questions:

1. What did John Bracewell and New Zealand Cricket hope to achieve by employing Leading Teams?
2. What were the main criticisms of the Leading Teams programme?
3. What changes could have been made to the way the programme was implemented to make it more successful?
4. To what extent is Barker's concept of 'concertive control' relevant to this case study? (see Knights & Willmott, p.149-150.)
5. What are some alternative ways for developing a team culture and encouraging players to take greater responsibility for their actions?

Tutorial1 3: Week beginning 28 March**Topic: Knowledge and Learning**

Prepare answers to the following questions:

1. The adoption of management ideas by managers in organisations has been compared to fashion, with managers enthusiastically embracing new ideas and then quickly discarding them for newer ideas. What might be some explanations for this?
2. What issues does the documentary "*Dangerous Company*" (shown in the lecture on 25 March) highlight in relation to the adoption of management ideas?

Tutorial1 4: Week beginning 2 May**Topics: Leadership**

Prepare answers to the following questions:

1. Management is about controlling employees. Leadership is about empowering them. Discuss.

2. Read Course Reading 7.2 and discuss the following statement: “When women exhibit what, in a man, would be judged as leadership behaviour, they are judged as something less than, or other than, leaders” (Sinclair, 2005, p.33).

Tutorial 5: Week beginning 9 May

Topics: Culture/Change

Read the case ‘*Leading Culture Change at New Zealand Police*’ (Course Reading 9.2) and prepare answers for the following questions:

1. What practical steps should the Commissioner implement to develop a more positive culture to alleviate the concerns of the public?
2. What factors would be critical to the success of this initiative?
3. What would be the main challenges/threats to its successful implementation?
4. What lessons can be learnt from the case ‘*Leading Culture Change at New Zealand Police*’ about the issues involved in managing planned culture change?

Tutorial 6: Week beginning 16 May

Topic: Globalisation

Read the case ‘*The battle for middle earth: New Zealand’s bid to save The Hobbit*’ (Course Reading 12.1).

The questions you will be required to answer in preparation for this tutorial will be posted on Blackboard before the mid-trimester break.

Tutorial 7: Week beginning 30 May

Topic: Ethics

Read the case ‘*Corporate Social responsibility: Mercury Energy and its low-income electricity consumers*’ (Course Reading 14.1) and prepare answers to the following questions:

1. Assess Mercury Energy’s actions after Mrs Muliaga’s death. How sincere would you interpret their actions to be?
2. Should state-owned businesses such as Mercury Energy be expected to operate at higher levels of socially responsible behaviour than their private sector competitors? Why or why not?
3. What lessons can be learnt from this case about how we should understand ethics and corporate social responsibility?

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 compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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

Find key dates, explanations of grades and other useful information at
www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at
<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at
www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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

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/



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: _____



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.

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

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

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