

SCHOOL OF MANAGEMENT

**CMSP 802 ORGANISATIONAL BEHAVIOUR**

Trimester One 2012

**COURSE OUTLINE**

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**Names and Contact Details**

**COURSE COORDINATOR**

**Dr Kala S Retna**

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Phone: (04) 463 5066

Email: [kala.retna@vuw.ac.nz](mailto:kala.retna@vuw.ac.nz)

**SENIOR ADMINISTRATOR**

**Linda Walker**

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**Trimester Dates:**

**Teaching Period:** Monday 5 March - Friday 8 June 2012

**Study Period:** Monday 11 June – Thursday 14 June 2012

**Examination Period:** Friday 15 June – Wednesday 4 July 2012 (inclusive)

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before **Friday 16 March 2012**.
2. The standard last date for withdrawal from this course is **Friday 18 May 2012**. 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 the Faculty's Student Customer Service Desks (Please refer to page 6).

**Class Times and Room Numbers**

Lectures: Tuesdays

Time: 17:40 –19:30

Venue: RH LT 2

## **Course Content**

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' experiences, 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.

See Annex A for details on course schedule.

## **Course Learning Objectives**

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

1. Describe and discuss major theories and concepts underlying the social science of organisational behaviour (Assessment 1).
2. Identify organisational issues and critically analyse using OB theories and concepts (Assessment 2).
3. Apply strategic perspectives with respect to the linkages and interrelationships in managing human resources (Assessments 2 and 3).
4. Analyse a management case study situation (Assessments 1, 2, 3).

## **Course Delivery**

The course meets once per week. There are no tutorials. Blackboard is used to access readings/assessment results and other information announced by the course coordinator.

## **Expected Workload**

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

## **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'.

## **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 practitioner and academic journals.

## Assessment Requirements

Assessments	Title	Weight	Date
1	Mid-Term Test	25%	Tuesday 3 April
2	Group Assignment – Organisational Analysis	15%	Tuesday 22 May
3	Final Examination	60%	15 June to 4 July
	<b>TOTAL</b>	<b>100%</b>	

### ***Mid-Term Test (25%)***

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 OB theories and concepts covering from weeks 1 - 4 (Chapters 1, 2, 5, 6 & 9).

### ***Group Assignment (15%)***

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 5, 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 2500 words (not including appendices), well-organised and presented in accordance with professional business standards. Please use MS Word format, 12 point font, 1.5 line spacing, page numbers, and standard margins. Students are encouraged to use APA reference style for referencing (including in-text referencing and a list of references at the end).

### **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
- Within word limit/Referencing

### ***Final Examination (60%)***

Examination dates for Trimester One: Friday 15 June to Wednesday 4 July 2012 (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 a case study. All book chapters covered during the course are examinable. Essay style answers are expected and essay. In accordance with Victoria Post-Experience programmes policy, students must obtain a minimum of fifty percent of the marks available on the final examination in order to pass the course.

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.

### **Examinations**

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 15 June – Wednesday 4 July 2012.

### **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.

### **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.

### **Class Representative**

A Class Representative will be elected in the first class, and that person's name and contact details will be made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

## **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.

## **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 floor of RH and first floors of the Railway West Wing. The RH 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.

## **Use of Turnitin**

Students 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.

### **Academic Integrity and Plagiarism**

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

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

**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](http://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](http://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](http://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](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

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

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

#### **Te Putahi Atawhai**

#### **Maori and Pacific Mentoring Programme**

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

## Annex A

Session	Date	Topic/Reading	Chapter
1	6/3	Course Introduction OB Defined	1
2	13/3	Individual Behaviour, Personality and values	2
3	20/3	Communication (Guest Lecturer)	9
4	27/3	Motivation Applied performance practices (self-review)	5 & 6
5	3/4	In Class Mid-Term Test	
		<b>Mid -Trimester Break</b>	
6	24/4	Group and Team Dynamics Learning in organisations (Self-review)	8 3
7	1/5	Organisational Power & Politics	10
8	8/5	Leadership Concepts and Theories	12
9	15/5	Organisational Culture	14
10	22/5	Organisational Change <b>Submission of Group Assignment</b>	15
11	29/5	Organisational Design	13
12	5/6	Revision – Case study Course evaluation	
	<b>15 June - 4 July</b>	<b>Mid-Year University Examination Period</b>	

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

During your Orientation on 3 & 4 March 2012, you will be assigned into a group of 5 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 2500 words your group should write about the concept/topic you researched and analysed. 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 C** to the lecturer on **27 March 2012**
- **Annex D** – Optional. You are required to submit this if your group members had experienced some issues in terms of unfair contribution by any one of the members on **22 May 2012**.

**Assessing Group Effectiveness**

**(Each group to complete and submit it to the lecturer on 27 March 2012)**

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

1. Topic agreed by all members for your group assignment

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

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

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4. Any other comments:

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**Assessing Group Effectiveness - GROUP MEMBER CONTRIBUTION  
(To be submitted to the lecturer on 22 May 2012)**

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**

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

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



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*Group Assignment Cover Sheet*

Name	Student ID No
1.	
2.	
3.	
4.	
5.	

**Project Title** \_\_\_\_\_

**Date Due:** \_\_\_\_\_

**Date Submitted:** \_\_\_\_\_

**Word count** \_\_\_\_\_

*I have read and understood the university policy on Academic Integrity and Plagiarism.  
I declare this assignment is free from plagiarism.*

Signed: \_\_\_\_\_