

School of Management

CMSP 802 ORGANISATIONAL BEHAVIOUR

Trimester One 2014

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Dr Kala S Retna

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PROGRAMME ADMINISTRATOR

Amanda Cunningham

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Trimester Dates:

Teaching Period: Monday 3rd March – Friday 6th June

Study Period: Monday 9th June – Thursday 12th June

Examination Period: Friday 13th June – Wednesday 2nd July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before **Friday 14th March 2014**.
2. The standard last date for withdrawal from this course is **Friday 16th 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 Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Lectures: Tuesdays

Time: 19:40 –21:30

Venue: Government Building, Lecture Theatre 4 (GBLT4)

Course Delivery

The course will be delivered over a series of twelve two-hour lectures, which will include class discussion. **It is expected that you will arrive at the class having read the assigned material and prepared to discuss it.**

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. Complete details as to assessment criteria for group work follow under ‘Assessment Requirements’.

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.

Prescription

An overview of organisational behaviour and its relevance to management. Specific areas include: individual, interpersonal and group behaviour and performance; organisational structure, design and change; communication and leadership.

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 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.

Readings

The required textbook is:

Steven McShane and Tony Travaglione (2013 – 4th 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%	15 th April
2	Group Assignment – Organisational Analysis	15%	20 th May
3	Final Examination	60%	Friday 13 th June – Wednesday 2 nd July (inclusive)
	TOTAL	100%	

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 1-5 (Chapters 1, 2, 5, 8 & 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 ten 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. See **Annex C** for cover sheet.

To ensure fairness and Group Effectiveness all group members are required to keep a log of the activities carried out as part of the group project. **Annex B** – 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 **21 May 2014**.

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%)

A final closed book examination of three hours length will be held during which students will be expected to apply their knowledge to organisational problem situations described by means of case vignettes. All book chapters covered during the course are examinable.

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

<i>Pass/Fail</i>	<i>Grade</i>	<i>Normal Range</i>	<i>Indicative Characterisation</i>
Pass	A+	90%-100%	Outstanding performance
	A	85%-89%	Excellent performance
	A-	80%-84%	Excellent performance in most respects
	B+	75%-79%	Very good performance
	B	70%-74%	Good performance
	B-	65%-69%	Good performance overall, but some weaknesses
	C+	60%-64%	Satisfactory to good performance
	C	55%-59%	Satisfactory performance
Fail	C-	50%-54%	Adequate evidence of learning
	D	40%-49%	Poor performance overall, some evidence of learning
	E	0-39%	Well below the standard required

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.

Use of Turnitin (if applicable)

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 submitted to Turnitin. A copy of submitted materials will be retained 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.

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:

Friday 13th June – Wednesday 2nd July 2014 (inclusive).

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Sit the in-class Mid-Term Test
- b. Submit one Group Assignment;
- c. Obtain at least 40 per cent of the marks available (i.e. 30 out of 60) for the final examination.

If you cannot complete an assignment or sit a test or examination, refer to

www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

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.

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.

Student Feedback

Student feedback on University courses may be found at

www.cad.vuw.ac.nz/feedback/feedback_display.php

Link to general information

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to students

All 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 VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Annex A

Session	Date	Topic/Reading	Chapter
1	4/3	Course Introduction OB Defined	1
2	11/3	Individual Behaviour, Personality and values	2
3	18/3	Communication (Guest Lecturer)	9
4	25/3	Motivation Applied performance practices (self-review)	5 & 6
5	1/4	Group and Team Dynamics	8
6	8 Apr	Leadership Concepts and Theories	12
7	15 Apr	In-Class Mid –Term Test	
		Mid -Trimester Break	
8	5/5	Power and Politics	10
9	13/5	Organisational Structure	13
10	20/5	Organisational Culture Submission of Group Assignment	14
11	27/5	Organisational Change	15
12	3/6	Revision – Case study Course evaluation	
	16 June - 2 July	Mid-Year University Examination Period	

**Assessing Group Effectiveness - GROUP MEMBER CONTRIBUTION
(To be submitted to the lecturer on 22 May 2014)**

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? _____



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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: _____