

SCHOOL OF MANAGEMENT

CMSP 802 ORGANISATIONAL BEHAVIOUR

Trimester 1, 2015

COURSE OUTLINE

COURSE COORDINATOR

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SENIOR ADMINISTRATOR

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Trimester Dates

Teaching Period: Monday 2nd March – Friday 5th June

Study Period: Monday 8th June – Thursday 11th June

Examination Period: Friday 12th June – Wednesday 1st July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 13th March 2015.
2. The standard last date for withdrawal from this course is Friday 15th 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 or [online](#).

Class Times and Room Numbers

Lectures: Tuesdays

Time: 17:40 –19:30

Venue: GB LT 3

Course Delivery

Students are expected to come to class with readings prepared and to engage in class discussion. There are no tutorials for this course however student work groups are encouraged to meet once a week outside of class times to take advantage of collaborative learning and to aid completion of the group project. Access to the online course page on Blackboard is ESSENTIAL. Blackboard will be used for: Assessed online submissions and discussions, to access readings and assessment results and other information announced by the course coordinator.

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; communications; leadership; decision-making; managerial roles.

Course Content

The aim of this course is to enhance students' knowledge about organisations and management by studying the application of current management theories (OB) in relation to the modern workplace context.

Throughout the course, the emphasis is on helping students to develop a critical perspective that reflects their experiences, the relevance of OB concepts and theory to actual organisations and creative solutions to problems and issues in emerging organisational contexts. Specifically, the course will challenge students to reflect on issues regarding: the nature of individuality in organisations, motivational processes, the ways groups and teams form and interact, the creation of sustainable organisations through people, the power, political, and ethical dimensions of organisational activity and processes that underpin effective organisational culture and change.

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 & 3).
2. Identify organisational issues and critically analyse using OB theories and concepts and reflections on personal working experiences (Assessment 1 & 2).
3. Apply strategic perspectives with respect to the linkages and interrelationships in managing human resources (Assessments 1 & 2).
4. Analyse organisational case material (Assessment 1, 2 & 3)

Group Work

There is group work as part of this course. The details for the group project and assessment criteria 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. These 150 hours in total includes time for class preparation, time spent in class and completion of the assessment requirements.

Readings

The **required textbook** is:

McShane, S., Olekalns, M. & Travaglione, T. (2013). **Organisational Behaviour: on the Pacific Rim**, (4th ed.). North Ryde, NSW:McGraw-Hill / Irwin.

In addition to the textbook chapters, you are asked to prepare for class by reviewing materials posted on Blackboard from practitioner and academic journals and other sources where relevant. An APA reference list of the required class materials is provided below the course schedule.

Course Schedule

Wk	Date	Topic	Text Ch.	Class Reading (on BB)	Assessment due
1	3/3	Course Introduction: Organisational behaviour in context	1		
Individuals in organisations					
2	10/3	Behaviour, personality and values. Academic research and writing skills	2		
3	17/3	Towards human sustainability: Emotions, attitudes and stress at work.	4	Donnelly, N. & Proctor-Thomson (2010)	
4	24/3	Love Work? Employee motivation and engagement	5 & 7	Cranston & Keller (2013)	Online submission 1, 5.00pm 24/3
Working together: Groups Processes <small>ASTER BREAK, 3-19 April</small>					
5	31/3	Organisational Communication Guest Speaker: Vanisa Dhiru, Executive Director, 2020 Trust	9	Jackson (2014)	Reflective feedback on Topic 1 due 5.00pm, 31/3
EASTER AND MID-TERM BREAK, 3-19 April					
6	21/4	Group dynamics: Face-to-face, remote and virtual teams.	8	Nunamaker, Reinig & Briggs (2009)	
7	28/4	Power, politics and ethical behaviour in organisations	10	Pfeffer (2010)	Online submission 2, 5.00pm 28/4
8	5/5	Organisational culture	14	Noujaim & Hegedus (2001) [Film].	Reflective feedback on Topic 2 due 5.00pm, 5/5
Organisational processes					
9	12/5	Leadership Guest Speaker: Dr Jo Cribb, CEO Ministry for Women	12	MWA (2013)	
10	19/5	Organisational structure and design	13		Team Report 19/5
11	26/5	Organisational change Guest Speaker: David Bell, CEO, Printing.com	15	Sirkin, Keenan & Jackson (2005)	
12	2/6	Exam preparation workshop and course evaluation		Bring exam preparation to class for discussion	
STUDY BREAK AND EXAMINATION PERIOD, 8 June -1 July					

Preparatory Class Materials

- Cranston, S. & Keller, S. (2013). Increasing the ‘meaning quotient’ of work. *McKinsey Quarterly*, January. Accessed on 21 February 2013 from: <https://www.mckinseyquarterly.com>.
- Donnelly, N. & Proctor-Thomson, S. (2010). Workplace sustainability and employee voice. In Clarke, M. (Ed.), *Readings in HRM and sustainability*, chapter 9. Tilde University Press.
- Jackson, D. (2014). Not for Profit and the business of social media. *NZ Business*, October, 14-17.
- MWA (2013). *Realising the opportunity: Addressing New Zealand’s leadership pipeline by attracting and retaining talented women*. Wellington: Ministry of Women’s Affairs.
- Noujaim, J. & Hegedus, C. (Directors) (2001). *Startup.com* [Documentary Film]. USA: Noujaim Films & Pennebaker Hegedus Films. While you may enjoy viewing the full length film before class, clips from this film will be shown in class to provide the basis for a case analysis discussion.
- Nunamaker, J.F. Jr, Reinig, B.A. & Briggs, R. A. (2009). Principles for effective virtual teamwork. *Communication of the ACM*, 52(4): 113-117.
- Pfeffer, J. (2010). Acquiring real clout – the kind that helps you get stuff done- requires bare-knuckle strategies. *Harvard Business Review*, July-August, 85-92.
- Sirkin, H.L., Keenan, P. & Jackson, A. (2005). The hard side of change management. *Harvard Business Review*, October, 108-118.

Assessment

Assessment Requirements

Assessments	Title	Weight	Due Date
1	Online Discussion Forum submissions	30%	Due 24 March and 28 April (10% Topic 1, 20% Topic 2)
	Reflective comments on forum submissions	5%	Due 1 week after each assessed forum closes (2.5 % for each of 2 sets of comments).
2	Team Project	15%	Due 19 May
3	Final Examination	50%	During examination period 12 June-1 July.
	TOTAL	100%	

Assessment 1: Contribution to Online Discussion Forums (35%)

Two topics will be tabled for discussion during the course. These online discussion forums provide you a chance to process your learning, practice sourcing and applying organisational theory to the ‘real world’ and to hone your skills in communicating your ideas in written form with your team. Because you will have a chance to reflect on and comment on each other’s submissions, this assessment also asks you to exercise your interpretative and critical analysis skills as you build on and extend the ideas of others. Finally, participation in the forums will feed into the Team Project and your Final Exam.

After your initial submission you will then have one week to provide a single reflection and/or commentary on the submissions of your peers (aim for around 300 words). Please refer specifically to your peers' work when discussing them.

Initial and follow-up contributions must be submitted within the specified timeframes; late inputs will not be assessed. As with any other assessment, legitimate reasons for non-submission will be considered by the course coordinator on a case-by-case basis.

Full details of online discussion tasks are provided in Appendix A

Assessment 2: Team Project (15%)

The objective of this assignment is to encourage you to work with others to develop an in-depth understanding of organisational issues. The assignment also gives you the opportunity to become familiar with academic literature relating to organisational studies and to develop your skills of research and analysis. Working in a team 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 (though informal discussions with informants is permitted). The organisational behaviour issue selected must reflect at least one of the eleven topics comprising the course (excluding the topic of 'communication' or 'emotions at work'). Please clear your proposed organisation and selected organisational behaviour topic with the course co-ordinator in advance, before you get too far along in your research. It is expected that different teams will tackle different topic areas under the OB discipline.

Team reports are expected to be in the order of 3500 words (+/- 10%) (not including appendices), well-organised and presented in accordance with professional and academic standards. Please use MS Word format, 12 point font, 1.5 line spacing, page numbers, and standard margins. Students are expected to use APA reference style for referencing (including in-text referencing and a list of references at the end).

Assessment criteria for your team report

Your team report will be assessed on how it:

- Describes the organisational case and issue
- Reviews relevant literature
- Effectively analyses the organisational issue using OB concepts/ideas in the literature
- Provides well supported arguments and acknowledges sources
- Shows critical and independent thought in the suggestions/recommendations made for the organisation

Team reports will also be assessed for quality of presentation in a professional and academic form including: appropriate word length, correctly referenced, well structured, and written in a clear, coherent and accurate writing style.

The course co-ordinator reserves the right to moderate the grade awarded to each team member if there are concerns about fair contribution (see Team Project Supporting Materials below in Appendix B)

Assessment 3: Final Examination (50%)

A final closed-book three hour examination will be held. Students will be expected to apply their knowledge to organisational problem situations. All topics covered during the course are examinable (weeks 1-11). Essay style answers are expected.

Examination dates for Trimester One: Friday 12 June to Wednesday 1 July 2015 (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.

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.

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 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 following period:

Friday 12th June – Wednesday 1st July (inclusive)

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Post an individual contribution to each of the two online discussion forums within the specified timeframe.
- b. Submit a Team Project.
- c. Achieve 50% or higher in the final exam

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.

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

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

<i>Pass/ Fail</i>	<i>Grade</i>	<i>Normal Range</i>	<i>Mid-point %</i>	<i>Indicative Characterisation</i>
Pass	A+	90%-100%	95	Outstanding performance
	A	85%-89%	87	Excellent performance
	A-	80%-84%	82	Excellent performance in most respects
	B+	75%-79%	77	Very good performance
	B	70%-74%	72	Good performance
	B-	65%-69%	67	Good performance overall, but some weaknesses
	C+	60%-64%	62	Satisfactory to good performance
	C	55%-59%	57	Satisfactory performance
	C-	50%-54%	52	Adequate evidence of learning
Fail	D	40%-49%	45	Poor performance overall, some evidence of learning
	E	0-39%	20	Well below the standard required

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>).

Class Representative

A class representative will be elected in the first class, and that person's name and contact details 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 previous years of this course has been very good. Some changes have been made to the assessment in order to facilitate richer collaboration between students and to provide earlier feedback and assessment of individual student work.

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

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 academic audit. 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.

Appendix A: Online Discussions

Online Discussion topic 1: Theorising emotion at work (Worth 10% of final grade, word limit is 1000 words +/- 10%)

There are literally hundreds of academic articles in the field of organisation studies that consider the concepts of emotional labour and emotion at work. In this task you are asked to search for and select one of these academic articles, introduce it to your team members and explain the relevance of this article to you.

Please choose an article discussing the topic of emotion at work broadly or more particularly 'emotional labour' from one of the following journals: Human Relations, Organisation Studies, Organization, Journal of Organization Behaviour, Journal of Management, Organization Science, Academy of Management Journal or Work, Employment and Society.

Your online submission should address the following points:

1. The title and author of the article.
2. In your own words introduce the article: What is the article saying and what conceptual frameworks and evidence are used to make the arguments?
3. What are your thoughts about the article from a 'critical thinking' perspective? I.e. what are its strengths and weaknesses? Are the arguments valid, why/why not?
4. What relevance does it have to you/ your organisation and/or your sector?
5. Reference list based on APA referencing style (including full reference of your chosen article).

Online Discussion topic 2: Communication in organisations (Worth 20% of final grade, word limit is 1500 +/- 10%)

Choose an organisation or event with which you are familiar and can gain public or internal access for research (i.e. an event in your own organisation or one for which you can obtain publicly available information, e.g. the organisational website, newspaper or magazine articles from previous year).

Select a critical organisational communication issue applicable to your selected organisation. In your online submission you are asked to present the following:

1. A brief account of your chosen communication issue and why it is/was important for the organisation.
2. An analysis of your chosen organisational communication issue using information from your textbook and wider reading (aim to include and draw on at least two academic research articles).
3. Make suggestions or recommendations that could contribute to enhanced communication in your selected organisation based on your analysis.
4. Where you refer to key ideas from the textbook or wider reading, please reference these in standard APA style.

[Some possible communication issues could include the following: Communicating with diverse stakeholder groups, issues relating to public relations, perception issues, group processes, social relationships, organisational politics, intercultural communication, workplace ethics and values, gendered communication, emerging communication technologies, globalised communication, or leadership. Other communication issues may also be relevant].

A top mark indicating an excellent original submission to each discussion forum topic (an 'A grade') will be awarded to students who have:

1. Structured their submission in an organised and clear manner.
2. Demonstrated thoughtful engagement with the discussion topic/task

3. Provided relevant 'real world' examples to exemplify their points relating to each discussion topic/task
4. Drawn on theory/ideas from their textbook, other readings, and/or lectures to explain their points in a clear and innovative manner.

Online discussion: Reflective comments (worth 5% of final grade, word guide is 300 words).

A top mark indicating excellent reflective comments in relation to each discussion forum topic (an A grade) will be awarded to students who have:

1. Responded to their team members' submissions in a way that offers useful reflection on their peers' ideas, and builds on and extends the discussion. Reflective comments should aim to draw out connections between the submissions of their peers, tease out ideas further and/or introduce new insights.

Appendix B: Supporting materials for the Team Project

Critical Issues in OB

During your Orientation for the Certificate of Management Studies Programme, you will be assigned into a team of 4-5 students. Your team will be working together to research and explore a specific organisational issue in the light of organisational behaviour theories.

The Team Project

Written Report: In 3500 words (+/- 10%) your team should write about the concept/topic you researched and analysed. The report should reflect your team's understanding and **critical analysis** of the topic.

Submitted team projects should have the 'Team Project Cover Sheet' provided below.

To ensure fairness and team effectiveness

All team members will carry out the following.

- Keep a log of the activities carried out as part of the team project.
- Each team to submit the 'Team Project Planning form' below to the lecturer by the 28th of April 2015 if not before.
- If your team has experienced some issues in terms of unfair contribution by any one or more of the members you are invited to submit the 'Team Member Contribution Statement' provided below. You are not required to submit this form if you did not have any concerns about individual contributions to the team.

Team Project Planning Form

(Each team to complete and submit it to the lecturer by 21st of April if not before).

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 of your team

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

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

4. Any other comments:

TEAM MEMBER CONTRIBUTION STATEMENT
 (To be submitted to the lecturer by the 19th May only if required)

Your Name _____

Team Members Names (including your own)

1. _____
2. _____
3. _____
4. _____
5. _____

Evaluation of team 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 team members (unfair contribution by any one of the team member).

Scale:

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

Team 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 team and the tasks they have to do)					

How many hours (on average) did you spend working with this team? _____

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Team Project Cover Sheet

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

Project Title _____

Date Due: _____

Date Submitted: _____

Word count: _____

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

Signed: _____
