

SCHOOL OF MANAGEMENT

**CMSP 802 ORGANISATIONAL BEHAVIOUR**

Trimester 1, 2016

**COURSE OUTLINE**

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**Prescription**

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

**Course Learning Objectives**

By the end of this course students will be able to:

1. Describe and discuss major theories and concepts underlying the social science of organisational behaviour (Assessment 1, 2 & 3).
2. Identify challenging organisational issues and critically analyse these drawing on OB theories and personal reflections on past working experiences (Assessment 1 & 2).
3. Enhance their management capability through gaining insights and a sense of how these theories are applicable within the context of modern organisations, and analyse organisational case material (Assessments 1, 2, 3).

**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.

**Trimester Dates**

Teaching Period: Monday 29<sup>th</sup> February – Friday 3<sup>rd</sup> June

Study Period: Monday 6<sup>th</sup> June – Thursday 9<sup>th</sup> June

Examination Period: Friday 10<sup>th</sup> June – Wednesday 29<sup>th</sup> June (inclusive)

### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 11<sup>th</sup> March 2016.
2. The standard last date for withdrawal from this course is Friday 13<sup>th</sup> 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](#).

### **COURSE COORDINATOR**

#### **Dr Sarah Proctor-Thomson**

Room: RH 909, Rutherford House

Phone: 463 9982

Email: [sarah.proctor-thomson@vuw.ac.nz](mailto:sarah.proctor-thomson@vuw.ac.nz)

### **PROGRAMME ADMINISTRATOR**

Nicky McInnes

Room: RH 1004, Rutherford House

Phone: 463 5367

Email: [Nicky.McInnes@vuw.ac.nz](mailto:Nicky.McInnes@vuw.ac.nz)

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

Lectures: Tuesdays

Time: 19:40 – 21.30

Rutherford House RHLT 3

### **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.**

### **Readings**

The required textbook is:

**Steven McShane and Tony Travaglione (2016 – 5th Edition) Organisational Behaviour: Emerging knowledge-Global insights.**

\* In addition to the textbook, this course will draw on materials from a variety of sources, including practitioner and academic journals (available on Blackboard).

### **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.

## Assessment

### Assessment Requirements

Assessments	Title	Weight	Date
1	Take home Mid-Term Test	25%	Posted online on <u>Wednesday 6<sup>th</sup> April, 9.00am.</u> <u>Hardcopy and online copy due Tuesday 12th April, 7.40pm.</u>
2	Group Organisational Analysis Group Presentation	15%	<u>Hardcopy and soft-copy due 19.40pm Tues 17 May,</u> Presentations: 17 May and 24 <sup>th</sup> May
3	Final Examination	60%	During the period Friday 10 <sup>th</sup> June – Wednesday 29 <sup>th</sup> June (inclusive)
	<b>TOTAL</b>	<b>100%</b>	

#### ***Take home mid-term test (25%)***

This is a take home test requiring you to draw on different OB theories and concepts relating to material covered in weeks 1 – 4 of the course (Chapters 1, 2, 5 & 8). You will be expected to provide essay style answers to two questions.

You will have 6 days to complete the test. Each of the answers should be 1-2 pages of type written work (1.5 spacing, 12pt font). The main resources you should use in answering the questions include your textbook, class lectures and in-class discussion. Online academic research literature can also be incorporated although please note that it is expected that you will not spend more than approx. 3-6 hours on developing your answers.

You will be asked to submit your Take Home Test in hardcopy and online in your group area on blackboard. Sharing of your answers will help facilitate your peer-learning and will contribute to your preparation for the exam.

#### ***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. The chosen issue must reflect one of the ten broad 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 (including references but not 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). **To ensure fairness and group effectiveness all group members will keep a log of the activities carried out as part of the group project.** A hard copy will be submitted in class and a soft copy to be emailed to the co-ordinator on **17 May 2016 by 7.40pm.**

Each group will give a 10 minute presentation followed by about 5 minutes of discussion during the normal lecture time on **17 May 2016 and 24<sup>th</sup> May 2016.**

**Optional:** You are required to submit Annex D by 18<sup>th</sup> May 2016 if your group members **have experienced some issues in terms of unfair contribution by any one of the members.**

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

- See Annex C for assessment criteria.

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

A final closed book examination of two hours length 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.**

If you cannot complete an assignment or sit a test or examination, refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

The Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

<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.

### **Group Work**

There is group work as part of this course. Complete details as to assessment criteria for group work follow under 'Assessment Requirements'.

### **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.

### **Student feedback**

Student feedback on previous years of this course has been very good. Very similar content, format and assessment from previous years is planned for 2016. Student feedback on University courses may be found at:

[www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php).

### **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

### **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.

Session	Date	Topic/Reading	Chapter	Additional readings and information
1	1/3	Course introduction: Organisational behaviour in context	1	
2	8/3	Behaviour, personality and values	2	
3	15/3	Towards human sustainability and wellbeing: Emotions, attitudes and stress at work.	4	Reading: Bono et al. (2013). Available on blackboard. Please bring your reading notes to class
4	22/3	Employee motivation and engagement	5	
<b>Easter Break, 24-30 March</b>				
5	5/4	Team dynamics: face-to-face, remote and virtual teams	8	<b>*Take home test posted 6/4, 9am.</b>
6	12/4	Organisational communication Guest speaker: Vanisa Dhiru, Exec. Director, 2020 Trust	9	<b>*Hardcopy and online submission of take home test due 12/4, 7.40pm</b>
7	19/4	Power and politics in organisations	10	
<b>Mid Term Break, 25 April-1 May</b>				
8	3/5	Leadership concepts and theories Guest speaker: Dr Jo Cribb, Chief Exec. of the Ministry of Women's Affairs	12	
9	10/5	Organisational culture	14	
10	17/5	Group presentations (7 Groups)		<b>*Group Organisational analysis reports due, 17/5 7.40pm</b>
11	24/5	Organisational Change Group presentations (3 Groups)	15	
12	31/5	Revision – Case study Course evaluation		
<b>Study Period: Monday 6<sup>th</sup> June – Thursday 9<sup>th</sup> June</b>				
<b>Examination Period: Friday 10<sup>th</sup> June – Wednesday 29<sup>th</sup> June (inclusive)</b>				



*Victoria Management School*

*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: \_\_\_\_\_ (Group representative)

**CMSP 802 (2016)**  
**Assignment Group Report**

Group Name and number: \_\_\_\_\_

	Weak				Strong
<b>Content</b>					
<i>Adequately analyses and represents the organisation's issue</i>	▪	▪	▪	▪	▪
<i>Reviews the relevant literature</i>	▪	▪	▪	▪	▪
<i>Effectively integrates OB concepts and ideas</i>	▪	▪	▪	▪	▪
<b>Argument</b>					
<i>Arguments well supported - while acknowledging sources</i>	▪	▪	▪	▪	▪
<i>Shows independent thought in the suggestions/recommendations</i>	▪	▪	▪	▪	▪
<b>Writing &amp; Presentation</b>					
<i>Report is clearly and logically structured</i>	▪	▪	▪	▪	▪
<i>Report is well-presented while acknowledging sources</i>	▪	▪	▪	▪	▪
<i>Referencing/Within word limit:</i>					

**General Remarks:**

**Grade:**

NB. The above table is intended to map out strengths and weaknesses rather than act as a numerical indicator of the grade.



**The Group Project (OPTIONAL)**

**Assessing Group Effectiveness - GROUP MEMBER CONTRIBUTION  
(To be submitted by individual group members to the lecturer on 19 May 2016)**

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? \_\_\_\_\_