



**International College of Management Sydney**

In association with

**Macquarie University  
Division of Economic and Financial Studies  
Graduate Accounting and Commerce Centre**

**Foundations of Organisational  
Performance – ICMS 811**

**Unit Outline  
Semester 2 - 2008**

*Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit.*

**Lecturer:**

**Milano Pellegrini**

## Table of Contents

1) Introduction.....	3
2) Unit Objectives .....	3
3) Unit Approach.....	3
4) Unit Time and Location .....	4
5) Subject Pre-requisite and Assessments.....	4
6) Assignments .....	5
7) Exam .....	6
8) Textbook and related materials.....	6
9) Cheating and Plagiarism .....	7
10) University Policy on Grading .....	8
11) Student Support Services .....	8
12) Dress Code for students at the International Campus in Manly .....	9

## 1) Introduction

This is where the rubber hits the road!

What is an organisation really?

What (or who) makes it perform well (or not)?

What is the foundation (or root cause) of the performance (at whatever level)?

This unit will examine the nature of organisational behaviour and the importance of the people-organisation relationship, drawing attention to the main influences on the behaviour and performance of people in the work situation. It will review different approaches to leadership and management, and the relationship between theory and practice. It will also consider different organisational systems and the impact these have on organisational performance. The learning will be on tangible, evidentiary material depicting the practical correlation to organisational performance.

## 2) Unit Objectives

This unit aims to provide a basis for the critical appraisal of contrasting perspectives of leadership, management and systems of organisations. It is designed to encourage a greater level of awareness of, and sensitivity to, the organisational factors and management processes/approaches influencing behaviour and performance of people at work.

At the end of this unit the student will be able to:

- explain the nature of organisational behaviour and the importance of the people-organisation relationship;
- contrast the major trends in the development of managerial thinking and review the relationship between theory and management practices;
- explain the importance of the individual's contribution to the performance of work organisations;
- analyse the nature and importance of leadership towards organisational performance;
- identify the situational variables and systems that influence the attainment of organisational performance goals;
- explain why the effective leadership and management of an organisation are central to its development and improved performance, and why this depends very largely on the staff it employs.

## 3) Unit Approach

The unit will be conducted in a compressed 'block' format this semester (5 full days of classes plus the examination), and will consist of formal lectures, group discussions, tutorial presentations, case studies and application. These strategies should assist the student to have a greater level of awareness of, and sensitivity to, the organisational factors and leadership/management processes influencing behaviour and performance of people at work.

#### 4) Unit Time and Location

Saturday classes at ICMS Manly on the following dates:

- 16 August 2008.
- 6 September 2008
- 20 September 2008.
- 11 October 2008
- 25 October 2008.
- 15 November 2007 (exam only – from 10am).

All classes will be from 10am to 5pm.

#### 5) Subject Pre-requisite and Assessments

Pre-requisites - Nil. Bring an open and inquisitive mind and your sense of humour!

The assessment components of this unit are as follows:

<b>Component</b>	<b>Weighting</b>	<b>Assessment</b>
<b>Group Assignment</b>	<b>30%</b>	One mark per team
<b>Individual Assignment</b>	<b>20%</b>	Individual mark
<b>Final Exam</b>	<b>50%</b>	Individual mark
<b>Total</b>	<b>100%</b>	

- All students are required to complete any assigned reading; prepare for and attend all classes (i.e. class attendance and participation is compulsory); participate in class discussions; complete assignments (including case presentations); and complete the final examination.
- 80% attendance at classes (i.e. lectures and tutorials) is a prerequisite to passing this course. Attendance will be taken at the *beginning of class* to ensure this.
- Case assignments submitted after the due dates have to be accompanied by a doctor's certificate. Five marks will then be deducted for each day late. If you are unable to provide a doctor's certificate, you will be awarded zero marks.

- **Critical Pass:** Besides having to pass this unit *overall* (i.e. achieving a final mark of minimum 50 out of 100 points), students must also pass the final exam in order to pass this unit. Hence students must achieve a minimum of 25 out of 50 maximal points for the final exam. Students failing to meet this requirement will be awarded an F grade and will be required to repeat the unit. Furthermore, they will be given a final mark commensurate with their final exam in percentage of the critical pass mark of 50. In other words, their final mark will be the mark achieved in the final exam only in percentage of the critical pass.
- *No correspondence* will be entered into directly with any student regarding *academic performance*, i.e. marks/grades of assignments, quizzes or final exams. *Please also note that emails will not be replied to after the final exam.* Students wishing to appeal their grade must do so through the authorised University channel. The only time marks can be changed is due to an error in adding up. As this is done automatically through a spread-sheet, it is highly unlikely that this situation will ever arise.

## 6) Assignments

### **Assignment 1 (Group 3-6 people; 30%; Due Day 5)**

Discuss in detail how several (2 or 3) of the systems/topics covered in the course contribute (positively or negatively) to an organisation's performance in an industry of your choice. Tangible evidence should be provided against learning from class. Explain and substantiate your findings together with recommendations for improvement(s) and the logic thereof.

- 1) 20 minute stimulating and engaging presentation to class followed by 5-10 minutes of questions from class (15%)
- 2) Accompanying paper of no more than 1500 words (15%)

*\*Note: Group names and organisation to be provided to lecturer by Day 3.*

### **Assignment 2 (Individual; 20%; Due Day 5)**

You are currently being considered for a leadership role in an organisation. As part of the recruitment process, you have been asked to prepare a paper outlining what you plan to do as a leader in this organisation to impact positively on **Organisational Performance**. This should include the reasoning and some suggestions of how (ie defined actions) you intend to/might go about it.

Maximum length: 2000 Words

Extension Policy: There isn't one! Extremely exceptional circumstances only

**Assessment Objectives or Rationale:**

Assignments and Exam will assess:

- your understanding of concepts/principles discussed in the course
- the ability to apply the concepts and logic thereof
- the ability to develop and support (ie substantiate) an argument/position
- the ability to analyse, critique and THINK!
- the ability to identify enhancements and risks to Organisational Performance

**Assessment Criteria:**

- evidence of reading and research
- all references and quotations to be duly acknowledged
- appropriate breadth and depth of Organisational Performance principles used
- logical and justifiable argument/position
- clarity of communication (marked down for irrelevant discussion/padding)
- correct expression/description (spelling, grammar, coherent, unambiguous)
- originality of work (see below)
- minimum word length is half the maximum word length (quality not quantity)

**7) Exam**

Structure of exam to be provided in class.

**8) Textbook and related materials****Optional text:**

Robbins, P. S., Millett, & Waters-Marsh, T. (2007). *Organisational Behaviour: 4th Edition*. Sydney, Pearson

**References:**

- Argyris, C., (1990). *Integrating the individual and the organisation*. Transaction.
- Dunphy, D. & Stace, D. (2001) *Beyond the Boundaries: Leading and Re-Creating the Successful Enterprise*, Sydney, McGraw-Hill
- De Cieri, H. & Kramar, R (2003) *Human Resource Management in Australia: Strategy, People & Performance*, Sydney Australia, McGraw Hill
- Knights, D. and Willmott, H. (1999) *Management Lives: Power and Identity in Work Organisations*, GB, Sage Publications.
- Konopaske, R. & Ivancevich, J.M. (2004) *Global Management and Organisational Behaviour*, USA, McGraw-Hill
- Langdon, A. & Marshall, P. (1998) *Organisational Behaviour*, Melbourne, Longman
- Luthans, F. (1995) *Organisational Behaviour*, 7<sup>th</sup> Edition, USA, McGraw-Hill
- Matthews, G., Tein, M. & Daft, R. (2003) *Organisational Theory & Design: A Pacific Rim Focus*, Sydney, Thomson
- Mullins, L. (2002) *Management and Organisational Behaviour*, 6<sup>th</sup> Edition, Essex GB, Prentice Hall

- Robbins, S. & Barnwell, N. (2002) *Organisational Theory: Concepts and Cases*, 4<sup>th</sup> Edition, Sydney, Pearson
- Stewart, R. (1999) *The Reality of Management*, 3<sup>rd</sup> Edition, GB, Butterworth Heinemann.
- Tayeb, M. (1996) *The Management of a Multicultural Workforce*, London, John Wiley & Sons.
- Waddell, D.M., Cummings, T.G. & Worley, C.G. (2004) *Organisational Change & Development (Pacific Rim 2<sup>nd</sup> Edition)*, Melbourne, Thomson
- Wiesner, R. & Millett, B. (eds) (2001) *Management and Organisational Behaviour*, Brisbane, Wiley
- Wood, J., Wallace, J., et al (2004) *Organisational Behaviour: A Global Perspective* (3rd Edition), Brisbane, Wiley

**Journals:**

Academy of Management Review  
Journal of Management Development, GB  
California Management Review  
Manager Update  
The Institute of Administrative Management  
HR Monthly  
Human Resource Management Journal  
MBA Review  
Professional Manager  
Management Today  
Journal of European Industrial Training  
Journal of Applied Management Studies  
Asia Pacific Journal of Human Resources  
Journal of Industrial Relations  
Harvard Business Review  
H.R. Magazine (USA)  
Human Resource Management (USA)  
Workforce (USA)  
Management (Aust)  
Mt.Eliza Business Review  
Organisations & People (UK)  
People Management (UK)  
Business Review Weekly  
Australian Financial Review

**9) Cheating and Plagiarism**

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own". Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found here: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in unit, and/or referral to the University Discipline Committee.

## **10) University Policy on Grading**

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e. the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performance of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students.

## **11) Student Support Services**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au/>.

## 12) Dress Code for students at the International Campus in Manly

### [The following section only applies to students taking ICMS 811 at ICMS, Manly]

The International College of Management Sydney is a leading educator in hotel management, tourism and associated service industries. To encourage a spirit of excellence in personal appearance as part of our education program, preparing graduates for careers in service industries, the College expects all staff and students to conform to a professional level of dress while on College premises.

The College has a mandatory dress code for all its undergraduate students which Masters students are asked to respect. Below is the dress code that currently applies:

Female acceptable	Male acceptable
<ul style="list-style-type: none"> <li>- Coordinated business suit</li> <li>- Skirts knee length and below</li> <li>- Make up simple and natural</li> <li>- Panty hose are not compulsory but recommended</li> <li>- Boots only with business pants</li> <li>- Business like shoes</li> <li>- Business skirt or pants with shirt or high neck long sleeve top</li> <li>- Jumpers and vests over shirt/top</li> </ul>	<ul style="list-style-type: none"> <li>- Business suit</li> <li>- Business pants with shirt or high neck long sleeve top</li> <li>- Polo neck tops</li> <li>- Conventional haircut above the collar</li> <li>- Long hair in one ponytail</li> <li>- Trimmed and clean beards or moustaches</li> <li>- Business like shoes preferred however ankle boots permitted</li> <li>- Jumpers and vests over shirt/top</li> </ul>
Female not acceptable	Male not acceptable
<ul style="list-style-type: none"> <li>- Any denim</li> <li>- Open toe, platform or sports shoes</li> <li>- Wearing visible earrings or studs apart from on ear lobes</li> <li>- Visible tattoos</li> <li>- T-shirts</li> <li>- Revealing necklines</li> <li>- Extreme hair colours or styles</li> <li>- Stirrup pants</li> <li>- Midriff tops</li> </ul>	<ul style="list-style-type: none"> <li>- Any denim</li> <li>- Open toe, platform or sports shoes</li> <li>- Wearing visible earrings, studs, necklaces or bracelets</li> <li>- Visible tattoos</li> <li>- T-shirts</li> <li>- Extreme hair colours or styles</li> <li>- Rings on thumb or index finger</li> </ul>

All students taking MIB and MCom units at the International Campus are expected to abide by the dress code while attending classes or elsewhere on the Campus, including the computer laboratories or the Courtyard Café. Please note that the Pollard Resource Centre is free of dress rules.

**Students who do not respect the dress code may be asked to leave the campus.**

The College reserves the right to determine whether specific items of dress are within the code or not.

*Thank you for being part of our great College community. Not just an education! An experience!*