

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

BUS815
Behaviour in organisations

Semester 1, 2012

Department of Marketing and Management

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE**

Year and Semester: Semester 1, 2012

Unit convenor: Dr Erik Lundmark

Prerequisites/Corequisites: BUS651 or MKTG696 or admission to MActPrac or MCom or MEc or MIntBus prior to 2011

Credit points: 4

Students in this unit should read this unit guide carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

- This unit aims to significantly enhance student knowledge about the ways people behave in organisations and the skills required to effectively manage them. The body of knowledge is developed from the systematic study of individual, team and structural characteristics for the purpose of helping organisations succeed. Topics addressed include individual differences, motivation, job design, communication, group dynamics, teams, leadership and organisational culture and innovation.
- Understanding how organisations and people in them function is crucial for successful management of a range of functions including: human resources, marketing, production and innovation. However, an understanding of people and organisations is not only important to managers but to anyone pursuing a career in the 21st century.

TEACHING STAFF

- Convenor and Lecturer/Tutor: Erik Lundmark
erik.lundmark@mq.edu.au
Room 451 Building E4A
Consultation – Tuesdays 2-4 pm

CONTACTING STAFF

Consultations with Erik Lundmark are by arrangement Tuesday afternoon Room 451 Building E4A. Time will also be made available before and after lectures and tutorials where possible.

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours.

In order to gain access to staff located in building E4A during their consultation hours please ring the staff member from the phones available in the lobby

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

- Classes are held each week of semester unless the class falls on a public holiday. Each class is 3 hours, including lectures and tutorial activities.
- The timetable for classes can be found on the University web site at: <https://timetables.mq.edu.au>.

Students should attend lectures and tutorials. Attendance will be taken. You must attend at least 80% of the sessions in order to get the group mark for presentations and active participation in discussions. A Doctor's certificate should be produced for all cases of non-attendance. Special permission must be obtained if you envisage missing any other compulsory components.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Prescribed texts:
Schermerhorn, J., Hunt, J., Osborn, R. (2010). Organizational Behaviour 11th ed., Wiley: New Jersey. You will be expected to have read the sections of the text listed in the lecture schedule. The book can be purchased from the Macquarie University Co-op Bookshop.
Bolman, L.G. & Deal, T.E. (1991). Leadership and Management Effectiveness: A Multi-Frame, Multi-Sector Analysis. Human Resource Management, 30(4), 509-534.
- Prescribed unit materials: students will be directed to relevant readings from time to time during classes and for assignments.
- Recommended texts: there are many useful texts addressing the area of organisational behaviour. Students wishing to read an alternate text should type "organisational behaviour" into the library's catalogue and select a text that matches their preferred style. These alternatives are suggested in addition to the text.

TECHNOLOGY USED AND REQUIRED

- Technology used: iLearn (<https://ilearn.mq.edu.au>) and Macquarie University email

UNIT WEB PAGE

- Course material is available on the learning management system (iLearn)
- The web page for this unit can be found at: <https://ilearn.mq.edu.au>. Please check this site each week for possible lecture slides. Also, all examination, results, and other notes will be posted on the site from time to time.

LEARNING OUTCOMES

- The learning objectives of this unit are to develop an understanding of major influences on individual and group behaviour in organizations.
- The learning outcomes of this unit are:
 1. appreciation of individual differences and attitudes, as well as knowledge of the importance of individual perception and learning
 2. appreciation of the importance of motivation in the workplace and methods of motivating
 3. appreciation of how groups and teams develop and are nurtured
 4. knowledge of theories of management and organisations (including theories relating to organisational structure, culture, power and leadership)
 5. appreciation of important trends in organisations and the way human activity is organised

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this by developing the following graduate capabilities:

1. Discipline Specific Knowledge and Skills
2. Critical, Analytical and Integrative Thinking
3. Problem Solving and Research Capability
4. Creative and Innovative
5. Effective Communication
6. Commitment to Continuous Learning

LEARNING AND TEACHING ACTIVITIES

- This unit is taught using lectures and a combination of student presentations, video presentations, exercises and discussions.
- Students are expected to read prescribed text chapters before lectures, attend lectures, join in discussions and complete all assessments. Reflection is crucial to integrating unit material. Therefore active participation in discussions and exercises is of utmost importance not only to the participating student but to the whole class.

Table 1 - BUS 815 - CLASS TIME, LEARNING TOPICS AND READINGS

Week	Week Begins	Lecture Topic	Text Readings & Tasks
1	27 February 2012	Introduction to Organisational Behaviour	Schermerhorn Chapter 1
2	5 March	Individual Characteristics and Attitudes	Chapters 2 & 3 MBTI test taken prior to class
3	12 March	Perception, Attribution and Learning	Chapter 4
4	19 March	Motivation	Class Test (Chapters 1-4) Deadline forming groups
5	26 March	Motivation and Performance	Chapters 5 & 6 Group assignment part 1 due
6	2 April	Teams and Team Performance	Chapters 7 & 8
	7 April to 22 April	MID SEMESTER BREAK	Group assignment part 2 due 16 April (electronic submission via Turnitin)
7	23 April	25 April is a public holiday (Anzac Day)	
8	30 April	Structure, Communication and Collaboration	Chapter 11
9	7 May	Conflict and Negotiation Power and Politics	Chapters 10 & 12
10	14 May	Culture and Innovation	Chapter 15 Group assignment part 3 due
11	21 May	Decision Making and Leadership	Chapters 9, 13 & 14 Individual Essay Due
12	28 May	Organisational mindsets – reframing organisation and collaboration	Bolman & Deal (1991) Case preparation prior to class
13	4 June	Subject review	

Students are expected to come to lectures/tutorials having read the relevant reading(s) for that week. For instance, you should read Chapter 1 before the first session in Week 1, Chapter 2&3 before the second session in Week 2, and so on.

RESEARCH AND PRACTICE

- This unit uses research by Macquarie University researchers (e.g. Lundmark, E. & Björkman, H. (2011). New Job – New Ideas: The Relationship between Tenure and Perceived Creative Climate. Human Resource Development International, 14(5), 605-621.)
- This unit uses research from external sources (e.g. Bolman, L.G. & Deal, T.E. (1991). Leadership and Management Effectiveness: A Multi-Frame, Multi-Sector Analysis. Human Resource Management, 30(4), 509-534.)
- This unit gives you practice in applying research findings in your assignments

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

- Assessment is a mix of written tests (class test and exam) in which students can demonstrate their knowledge and understanding of the covered material, an Individual essay and a group assignment, in which students develop research skills and apply them to a task.

Table 2. Assessments and weight

Assessment Component	Total % of Grade from this Component
Class Test	5%
Individual Essay	25%
Group Assignment	20%
Final Exam	50%

- Assessment components and their weightings are listed in Table 2. The dates they are scheduled or due are listed in Table 1.

1. The Class Test is of 30 minutes duration week 4 – constituting 5% of the final grade It consists of short written answer questions. The purpose of this test is to identify how students are performing, and particularly to identify those students who are struggling with the unit. Covers topics addressed in weeks 1 to 3.

Answers to tests will be discussed in class after they have been marked. The highest marks will be awarded to answers that are:

- complete, i.e. they do not omit relevant components;
- correct, i.e. the answer addresses the task set in the question and the answer contains no errors;
- well written, i.e. the answers are appropriately structured, clearly expressed and grammatically correct; and
- parsimonious, i.e. the answer is to the point and does **not** include irrelevant concepts, theory or arguments.

2. Individual Essay: 25% - Due Week 11 and handed in during tutorial.

An essay requires the systematic investigation of a topic and the development of a written argument. Essays assess cognitive and research skills. Essays are expected to develop coherent arguments, be founded on thorough research, and provide insight into the topic area.

The workplace is constantly changing. Many authors argue that the rise and popularisation of the Internet has had, and continues to have, dramatic consequences for the way we organise most aspects of our lives. It has, for example, revolutionised the ways in which goods and services, particularly digital media (e.g. music and film), are distributed. But it is not only in distribution we see the changes. The way we produce goods and services has also changed dramatically.

Your Task: Write an essay on the topic **“How does the Internet change organisation”**. Organisation should be understood as a **process** – how we organise, NOT organisations in the form of well delimited entities. This is a broad topic and you may delimit the scope and focus on a particular area or discuss the topic at a general level.

Searching for literature on the topic is an essential part of this assignment. There are a number of ways of finding scholarly articles or books. The most useful for you will be searching the library databases for books and articles (http://www.mq.edu.au/on_campus/library/).

Remember that once you have found relevant literature you can use the references found in this literature to find previous relevant work. You can also find later literature that refers back to the particular article or book you found interesting. Information about later work referring to a source is sometimes found in the databases offered by the library (for example: EBSCO, JSTOR and Emerald Science Direct, Business source premier). Another possible source to get this information is Google Scholar (<http://scholar.google.com.au/>).

Important information about the content, structure and submission of the individual essay:

- The paper should be **professionally presented**.
- It should be around **1500 words** in total length (excluding reference list and annotated bibliography). Assignments within + or – 10% of this total will not be penalised. As 1500 words is a short essay, an important aspect of your work is to keep it parsimonious, that is structured and to the point.
- It must use **at least 6 references**. The textbook does not count as a reference but can be used. Avoid internet references except for those that come from academic databases.
- **Referencing is critical**. The words of others must be cited (referenced), as must the ideas of others. The required format for your essay is citations in the text, e.g. (Smith, 2008). A failure to reference may result in a significant grade penalty or further disciplinary action. The required referencing system is the Harvard system. Because there is not a single authority presiding over the Harvard system, the system described in the following Leeds University documents is the system that you are to use. I am specifying this system because it has a comprehensive set of referencing examples that include a

range of electronic sources. Their guide is available at: <http://library.leeds.ac.uk/downloads/tutorials/harvard-referencing/index.html>

- In addition to the reference list, the essay should contain (as an appendix) an **annotated bibliography of all references you have used**. A bibliography is a list of readings (articles, books etc.) relevant to a subject. It looks like a reference list, with the difference being that references in a reference list are all used and cited in the associated document while references in a bibliography do not have to appear in an associated document, in fact there may not be a document associated with a bibliography. An annotated bibliography is a bibliography that is annotated. This means that each reference is accompanied by a paragraph or two (written by you, **do not just copy the abstract**) that describe the article, its objectives, methods, findings. **All references should be included in the annotated bibliography.**
- The essay should begin with an introduction where the scope and focus are made explicit. Furthermore, it should finish with a conclusion that corresponds well with the scope as set up in the introduction.
- This assignment is due in **the Week 11 Tutorial** (week commencing 21 May) and should be handed to your tutor. Late assignments will be penalised at the rate of 10% of available marks per day.
- The individual assignment should have a **cover sheet** which is available from BESS and downloadable from http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate/assignment_coversheets
- **Turnitin**: In addition to hard copy submission, students must also submit an electronic copy of the report to the university's plagiarism checking software, Turnitin. Title your document with your surname and student number, e.g., Smith20062007. Turnitin can be found on the subject's iLearn website under "Assignments". Turnitin currently accepts **MS Word(xxx.doc)** format. (i.e. not PDF, PowerPoint, etc). For more information see: <http://www.turnitin.com/static/training.html>
- Turnitin will check your assignment against over a billion internet articles, academic articles and previously submitted assignments in order to identify any cases which should be checked for plagiarism. Note that the penalties for plagiarism can be severe and a case of plagiarism which is detected by other means will still be acted upon, even if the Turnitin program fails to detect it. So you must ensure that you submit only your own work, with all sources properly acknowledged.
- The **marking sheet** at the end of this outline (appendix 1) must be attached to the hard copy that you hand in. Appendix 1 also specifies the assessment criteria.

3. The group assignment – 20%.

The students are responsible for forming groups of 4 people (if groups do not even up the lecturer of your class may change the composition of your group). Some time for forming groups will be provided in class but additional initiatives may be required on the students' part to assure team membership. The students should strive to create balanced groups with regards to gender, ethnicity and other characteristics. To form a group submit the form in appendix 4 (signed by ALL members) to the lecturer.

The first task for the group is to agree on a group contract and to appoint a group leader who is responsible for the communication with the lecturer. The contract should outline the expectations and responsibilities of the group members. A guide for such a contract is supplied in appendix 5. A copy of the group contract containing the full name, student number and signature of all group members must be submitted in class no later than week 4 (that is the week starting 19 March). Remember to keep copies of the contract for the group members. The group will have the possibility to make a peer assessment of the contribution of each member – see appendix 6.

The group assignment consists of **3 short written essays, 2 short presentations** in class as well as **active participation as a group in discussions** during lectures and tutorials in lecture 4 through 13. For assessment criteria for the written essays and the presentations and participation see appendix 2 & 3. Group participation will be assessed based on the group's ability to:

- Contribute with relevant reflexions and comments
- Spur further discussions and interest in the topic
- Contribute creative and thought provoking comments and answers
- Provide relevant and accurate information related to the discussion
- Facilitate other students learning

Important information about the content, structure and submission of the three group essays:

- **The content and focus of your three essays will be presented in class.**
- The papers should be **professionally presented**.
- They should be around **500 words** in total length. Assignments within + or – 10% of this total will not be penalised. As 500 words is a very short essay, an important aspect of your work is to keep it parsimonious, that is structured and to the point.
- **You are not required to use any references** but you may do so (of course the essays must be your own work and plagiarism is not allowed). If you do use references the referencing style should follow the same standards as the individual essay. The reference list is not counted towards your word cap.
- It should begin with an introduction where the scope and focus are made explicit. Furthermore, it should finish with a conclusion that corresponds well with the scope as set up in the introduction.
- The group assignment should have a **cover sheet** which is available from BESS and downloadable from http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate/assignment_coversheets
- **Turnitin:** In addition to hard copy submission (for the second essay no hard copy is required), students must also submit an electronic copy of the report to the university's plagiarism checking software, Turnitin. Title your document with surname and student number of the group leader, e.g., Smith20062007. Turnitin can be found on the subject's iLearn website under "Assignments". Turnitin currently accepts **MS Word(xxx.doc)** format. (i.e. not PDF, PowerPoint, etc). For more information see: <http://www.turnitin.com/static/training.html>
- Turnitin will check your assignment against over a billion internet articles, academic articles and previously submitted assignments in order to identify

any cases which should be checked for plagiarism. Note that the penalties for plagiarism can be severe and a case of plagiarism which is detected by other means will still be acted upon, even if the Turnitin program fails to detect it. So you must ensure that you submit only your own work, and that if you use other sources, they are all properly acknowledged.

- The due dates for the essays are presented in Table 1. Essay 1 and 3 should be handed to your tutor as a hard copy as well as be submitted through Turnitin. Essay 2 can be submitted through Turnitin only. Late assignments will be penalised at the rate of 10% of available marks per day.

Essay 1 & 3 are to be presented by the groups in class (during the same session as they are due – see Table 1). The presentations should be brief and to the point. Each group only has **5 minutes** at their disposal. In order to convey your argument in 5 minutes your presentations should be well prepared and rehearsed. The group can let one two three or all members present. You will have **no visual aids** at your disposal.

4. The Final Exam – 50%

The final examination is designed to assess the students' body of knowledge and critical thinking skills. The examination consists of questions requiring written responses. These questions are in the format of short answer questions as well as questions requiring short essay responses. The exam is of three (3) hours duration and will be held in the examination period. The exam examines the range of topics covered in the lectures and readings. The highest marks will be awarded to answers that are:

- complete, i.e. they do not omit relevant components;
- correct, i.e. the answer addresses the task set in the question and the answer contains no errors;
- well written, i.e. the answers are appropriately structured, clearly expressed and grammatically correct; and
- parsimonious, i.e. the answer is to the point and does **not** include irrelevant concepts, theory or arguments.

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you should consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at:

<http://www.reg.mq.edu.au/Forms/APSCon.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period.

You are advised that it is Macquarie University policy NOT to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, which is the final day of the official examination period. Extension requests detailing process and conditions – extensions will only be granted in exceptional circumstances, business and university workload is not acceptable. A medical or other certificate is required prior to the submission date.

Table 3 Assessment summary

	Assessment Task 1	Assessment Task 2	Assessment Task 3	Assessment Task 4
Title/Name	Class test	Individual Essay	Group Assignment	Final Exam
Description <i>(including length or similar if applicable)</i>	Short answer questions	1500 words	3* 500 words, 2 presentations and active participation in discussions	Short answer and essay type questions
Due date	Week 4	See Table 1	Week 11	During Exam Period
% Weighting	5%	25%	20%	50%
Grading method - marking criteria/ standards - expectations in relation to presentation - referencing requirements	Based on your knowledge of the materials covered in week 1-3.	See marking sheet in appendix 1	See marking sheet in appendix 2 & 3.	Based on your knowledge of the materials covered in all weeks of the semester.
Submission method	During Tutorial	During tutorial and Turnitin	During tutorial and Turnitin	Exam method
Feedback <i>(type, method, date)</i>	Results will be advised in Week 5 or 6	Results available in Week 13. Short written feedback	Results available in Week 13 Short written and oral feedback	
Estimated student workload (in addition to attending class)	5-8 h	25-30 h	20-25 h	50-60 h
Learning outcomes assessed	See Learning Outcomes p3			
1	# 1		# 1	# 1
2	# 2		# 2	# 2
3				# 3
4		# 4	# 4	# 4
5	# 5	# 5		# 5
6				
Graduate capabilities assessed	See Graduate Capabilities P. 3			
1	# 1	# 1	# 1	# 1
2		# 2	# 2	# 2
3		# 3	# 3	# 3
4		# 4	# 4	# 4
5		# 5	# 5	# 5
6		# 6	# 6	

Attendance and Assessments

Students must complete all components of the course to register a pass grade or better. Please note that pressures relating to work are not sufficient reasons for not attending or completing a mandatory component. **Attendance will be taken in the lectures/tutorials. Warning: You must attend at least 80% of the sessions in order to get the group mark for presentations and active participation in discussions.**

- Examinations

A final examination is included as an assessment task for this unit to provide assurance that:

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

A three (3) hour final examination for this unit will be held during the University Examination period.

The University Examination period in First Half Year 2012 is from 12 -29 June.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

[http:// exams.mq.edu.au/](http://exams.mq.edu.au/)

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:

<http://www.mq.edu.au/policy/docs/examination/policy.htm>

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Macquarie University uses the following grades in coursework units of study:

HD - High Distinction
 D - Distinction
 CR - Credit
 P - Pass
 F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at: <http://www.mq.edu.au/policy/docs/grading/policy.html>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/policy.html

STUDENT SUPPORT SERVICES

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

[Individual Unit Convenors may wish to add Unit/ Faculty specific support eg BESS, Room, PAL, E4B Consultation Room.]

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when using University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved units is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

**Appendix 1
Individual Essay**

Student Name: _____

Number: _____

The assignment will be graded as follows:

	Excellent	Good	Acceptable	Marginal	Fail
Relevance of content to topic					
Appropriate use of concepts and theories					
Development of discussion					
Coherence of argument					
Critical evaluation of subject					
Creativity and originality					
Writing style: sentence structure, etc.					
Presentation, paragraphing, layout					
References: quality, quantity					
Bibliography					

Comments:

**Appendix 2
Group Essays**

GROUP NAME:

Members & Student numbers:

The assignment will be graded as follows:

	Excellent	Good	Acceptable	Marginal	Fail
Relevance of content to topic					
Appropriate use of concepts and theories					
Development of discussion					
Coherence of argument					
Critical evaluation of subject					
Creativity and originality					
Writing style: sentence structure, etc.					
Presentation, paragraphing, layout					

Comments:

Appendix 3
Group presentations

GROUP NAME:

Members & Student numbers:

The assignment will be graded as follows:

	Excellent	Good	Acceptable	Marginal	Fail
Ability to spur interest in topic					
Clarity of content					
Coherence of argument					
Creativity and originality					
Ability to keep time limit (5min)					
Appropriate and accurate content					

Comments:

Appendix 4

FORM FOR GROUP PROJECT (Due: week 4 tutorial)

STUDENTS' NAMES & NUMBERS: Group Name and Number:

Name	Number

Appendix 5

Group contract

Groups are expected to write-up a simple contract, keep a copy and give a copy to the lecturer. The purpose of the contract is to ascertain that the group agrees on how to collaborate and how much effort to put into the assignment. The group contract should be submitted to the lecturer at the latest in the tutorial in week 4. The content should include:

- The names of the participants
- Who the group leader is (that is who is responsible for the communication with the lecturer).
- Other assigned roles and responsibilities (e.g. who will coordinate internal communication)
- What area you are agreeing to (e.g.who does what, when)
- Simple terms and conditions – for example, how much time you agree to spend in the project, how you communicate and when you will meet).
- How to evaluate each participant's contribution.
- What happens if someone does not contribute according to the agreement?
(See appendix 6 for peer assessment)

All parties need to sign this agreement. Remember this is an agreement between the parties (the group) stating what each participant is expected to do in order to achieve the final outcome. The contract cannot be too broad but you don't want it to be too inflexible either. You need to think this through before you commit yourself to the final arrangement (be realistic). It does not have to be complicated but it must contain the important aspect mentioned above.

Appendix 6

Peer Assessment in the group assignment

Working in groups is a valuable experience for students in that it reflects working life. However, it presents some difficulties for markers. In particular, the marker is not present at any of the group meetings, and so does not see the contributions of the individual members. The marker will mark the Project, but will rely on information from each group to generate individual marks.

To provide an assessment of each group member's contribution to the Project you should hand in the GROUP ASSIGNMENT CONTRIBUTION SHEET provided at the end of this appendix. The group members are to agree on the contribution made by each member and sign off on their decision. In case of disagreement you must each write a Contribution Summary. That is: Each student is to write up to one page outlining their own contribution to the Project and include it in an appendix to the Project.

How does the GROUP ASSIGNMENT CONTRIBUTION SHEET work?

If the group considers that all members have contributed equally, then each member will put 100% as their contribution and all members will be given the same grade as the marker gives the written assignment. If, for example, the group considers that one person has contributed significantly more than the others then that person will put down 100% as their contribution, and the others will put down something less than 100%. Another example would be where the group agrees that one member has done significantly less than the others. In this case that person would put down something less than 100% as their contribution. It is not acceptable to say that you did everything that you were asked to do and therefore should get 100% with the others if you did not do an equal share of the work. It is your responsibility to ensure that the group thinks that you are 'pulling your weight'.

The markers will give a mark for the Project. This mark will then be multiplied by the contribution % for each member of the group to arrive at an individual mark for each student. So, if a student has a contribution of 100%, and a group Project mark of 75, then the student will be given an individual mark of 75 ($75 \times 100\%$). If, however, a student has a contribution of 90%, and a group Project mark of 75, then the student will be given an individual mark of 67.5 ($75 \times 90\%$).

When assessing each member's contribution it is important to take a balanced view, recognising that there are various roles, skills and stages involved in the Project. When working in groups it is usual for people to take on various roles (leader, scribe, idea generator, etc). While some roles are more visible than others, none is any more important than the others. Unless all are done well, the result will be flawed. It is up to the group to negotiate amongst itself how the work will be allocated in an equitable manner, making the best use of people's strengths.

In general most groups recognise equal effort from all members. However if you are tempted to slack off in your group just remember that if your group gets a mark of 60%, and your participation is put at only 50% by your group members then you will have to perform at a very high level in the exams to pass the unit.

MACQUARIE UNIVERSITY

BUS815

BEHAVIOUR IN ORGANISATIONS

**GROUP ASSIGNMENT
CONTRIBUTION SHEET**

LECTURER IN CHARGE: Erik Lundmark

Student Name	ID number	Participation %	Signature