MACQUARIE UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS

Unit Code: BBA 111
Organisational Behaviour

Semester 1, 2010

Department of Business

Year and Semester:	**Semester 1, 2010**
Unit Convenor:	**Ray Durham**
Consultation times:	**2pm to 3pm Monday**
Prerequisites:	**None**
Corequisites:	**None**
Credit Points:	**3**

You should read this unit outline thoroughly before attending your first class as it contains vital information about the unit. If, after having read this outline, you have any questions, please direct them to the teaching staff.

UNIT OVERVIEW

Organisations are ubiquitous in our everyday lives. We are born into organisations; we are educated in organisations; we work in organisations; we play in organisations; and when we die, organisations deal with it. If we look at an organisational chart, it will tell us the structure and size of the organisation, the positions within the organisation and probably reporting relationships. It might give us some idea of who these people are, but it does not tell us of the interactional behaviours of people in those small boxes that are integral to the successful operations of any organisation. This course explores those behaviours at an individual, group and organisational level and seeks to explain why individuals and groups behave differently in different contexts.

As these three levels of analysis are considered, we will focus on three themes. First, performance and other organisational outcomes such as sustainability and employee engagement and well-being. Second, the needs to both adapt to and proactively create change to sustain performance and relevance. Third, the organisation as a socio-technical system operating within a broad environment.

We will draw on theory and practice of organisational behaviour that is applicable across all organisations, both for profit and not for profit and the public and private sectors. Underpinning this approach will be the practical application of theoretical concepts to a workplace context. Topics range from individual behaviour, including personality, values and perception, to group dynamics and group decision-making processes, through to organisational culture, leadership and power. These topics will be explored through lectures and tutorial activities designed to illustrate the relevance of organisational behaviour to everyday operations in organisations.

TEACHING STAFF

- **Lecturer & Tutor:**   Ray Durham
  Email: rdurham@efs.mq.edu.au

- **Tutor:**   Philomena Brandt
  Email: pmbrandt@optusnet.com.au

CLASSES

There will be three hours of face-to- face teaching per week consisting of 1 X 2 hour lecture and one X 1 hour tutorial. The timetable for classes can be found on the University website at: http://www.timetables.mq.edu.au/

Please check this website immediately before attending classes as times and class rooms may change

LECTURES

The lectures are designed to give you a clear understanding of key concepts, so that you can make an effective independent study of the relevant chapters of your text and wider readings you will be required to undertake. Lectures will be interactive, incorporating discussion and AV materials, so be prepared to contribute to discussions during the lecture.

Lectures will be available as a digital download via iLecture. Lecture slides will be available for downloading from the website by Friday of the previous week at the latest. You are expected to print off the lectures slides and bring them to class. You are also expected to have read the relevant chapter of the text before attending the lectures and tutorials.

While lectures will focus on material from the text, they will also explore material sourced from a range of academic and business literature and the personal experience of the lecturer. Some lectures may not address all the material from the text; however, it is expected that you will research and have an understanding of all of the content from all relevant chapters from the text.

Please note that there will be **no lecture in week eight** due to Monday 26 April being a Public Holiday.

Tutorials will consist of a mix of small group and whole class discussions, based on the lecture content and presentation of a specific week. Each week commencing week 5, a group will present the relevant case study from the lecture of the previous week and facilitate class discussion. It is expected that everyone has read the case study for each specific week (not just the presentation team) so that all class members might contribute to the tutorial activities.

Please ensure you bring your text to the tutorials as much of the tutorial activities will be based on the relevant chapter from the text.

Tutorials will be held in weeks 2 to 13, and you are required to attend a single 1-hour tutorial each week. Please note that there will be **no tutorials in week 8** because of the public holiday on the Monday.

You must stay in the tutorial to which you were enrolled as a cap is applied on the number of students to each tutorial in order maximise your learning experience. However, you may change a tutorial, providing the tutorial you wish to change to have a vacancy. The only way you can do this is via e student within two weeks of the start of semester. Changes cannot be made after week two.

LEARNING OBJECTIVES AND OUTCOMES

The central objective of the course is to increase students' awareness of individual and groups behaviour and to develop the ability to plan and implement behaviour change within an organisational context.

As an outcome, on completing the course you will be able to:

- Analyse development needs for an organisation
- Develop a plan for changing organisational behaviour
- Implement and monitor sustained behaviour change

The course has also been designed to develop a range of generic skills as outlined in the table below:

Generic skill	How developed in the course
Written communication skills	Students are required to submit a written essay for the individual assignment. One of the marking criteria for these reports will be quality of writing.
Presentation skills	Students will be required to deliver one presentation in their tutorials during the course.
Information technology skills	The unit relies heavily upon information technology. All course materials are available electronically. Successful completion of assignments will require searches of the internet, and electronic databases of management journals.

Generic skill	How developed in the course
Teleworking/ virtual workplace skills	The course has been designed to make all course materials available electronically. Face-to-face lectures and tutorials will be conducted, and attendance is expected, but students who are unable to attend some of the classes will hopefully experience minimal inconvenience.
Critical analysis and problem solving skills	Analysis of case studies about individual and team behaviour at work and to develop practical, theoretical based solution to identified problems
Creative thinking skills	The demonstration of creative thinking will be a marking criterion for the written assignment and tutorial presentation.
Self awareness	Engage in self-reflective practice about individual and group behaviours to identify and trial behavioural change

TEACHING AND LEARNING STRATEGY

This unit comprises four key elements: a 2-hour lecture; a 1-hour tutorial; group study and participation; and individual study and participation.

The topics outlined in this unit outline are best explored through active participation and experiential learning, so that participating in this unit will be an interesting, challenging and fun experience. Classes, therefore, will involve tutorial activities, which include discussion groups, debates, presentations and analyses of case studies. The activities will involve large and small group teamwork. Core topics will be discussed in an integrated lecture environment, where you are encouraged to question and comment on aspects of each topic.

Your prior learning, workplace and life experiences are valued. Therefore, to make this an optimal learning (and enjoyable) experience, it is expected you will actively participate in tutorial discussions, so that we might establish a community of learners in a cooperative and supportive learning environment. You are encouraged to individually and collectively reflect on the content and relevant discussions of weekly topics and take responsibility for your own learning.

Tutorial discussions will be based on lecture content and case studies relevant to the scheduled weekly topics. It is expected you will prepare sufficiently to contribute to these discussions by reading the relevant chapters from your text and any relevant literature. The tutorials are based on a learning philosophy that sees engagement in activities and debates as vital precursors to greater understanding and retention and transfer of your learning. Getting away from 'passive' learning techniques, the major portion of the tutorial exercises will take place in your tutorial presentation team. Creating an open yet supportive team environment will be crucial as you express your understanding of topics discussed, and importantly, listen to the views of others.

The rationale for these learning and teaching strategies is to facilitate you developing the generic skills of the Unit Learning Outcomes, so that you might

manage a range of both expected and unexpected behaviours of people with whom you will interact in an organisational context.

RELATIONSHIP OF ASSESSMENTS TO LEARNING OUTCOMES

The course is designed to provide an up-to-date and interesting learning experience for you. The core objective of the course will be achieved through five broad strategies:

1) Undertaking an on line, multiple choice quiz to test your understanding of the unit content to date and to provide you with feedback
2) Delivering and participating in tutorial presentations designed to further explore weekly topics
3) Writing a reflective essay designed to stimulate your thinking of the application of unit content to your experiences in class
4) Undertaking a final examination based on lectures and textbook content

ASSESSMENTS

In order to pass this unit, you must:
(a) Achieve a composite mark of at least 50; and
(b) Attend a minimum of 80% of classes(unless you provide credible documentation to explain an absence)

ASSESSMENT	VALUE	DUE
1) Mid semester on line, multiple choice quiz	10%	Mid semester break
2) Tutorial presentations	20%	Weeks 5-13
3) Individual reflective essay	30%	Week 11
4) Final examination	40%	Exam period

The assessment tasks have been designed with the following intentions:

- To complete an assessment task (the mid-semester exam) and receive marks by Week 8, to encourage early study, and provide early feedback and practice for the final exam.
- To assess using multiple methods – written assignment, presentation and multiple-choice examinations and ensure no single method comprises more than half of the final course marks.

ASSESSMENT 1 - MID-SEMESTER QUIZ

The learning outcome aim of the mid-semester exam is to encourage you to study the topics covered during the first half of the course, and receive feedback and experience that may help you study more effectively for the final exam.

In order to provide early feedback, you will be required to complete an online multiple-choice test during the mid-semester break. You will complete the test in your own time and location.

Quiz Instructions

The quiz will be available online from 6th April to 23 April. It will consist of 50 multiple-choice questions and you will have 50 minutes in which to complete your answers. The questions will be based on the unit content from week 1 to week 6, inclusive and you will be allowed three attempts to answer them. The questions will be scrambled, so that each attempt will provide a different set of questions.

Given it will not be conducted under strict supervision, only a relatively small percentage of the final course mark is allocated to the mid-semester quiz. You may complete the quiz individually or in a group

ASSESSMENT 2 – TUTORIAL PRESENTATIONS

The purpose of this assessment is to develop your skills in team building and case analysis and to provide you with the opportunity to develop competent presentation skills. Your interactions with your team members during semester, together with your analysis of the problem solving group activity in week 4 tutorial, will provide the foundations of assessment 3, your Reflective Essay.

In the week 2 tutorial, you will be asked to consider forming a team of three – four people from the members of your tutorial. In week 3 tutorial, your tutor will ask you to supply the names of your team members and your team will be allocated a week in which your team will present the relevant case study from the text for the preceding week. When you form your group, ensure you exchange contact details so that you might be able to communicate each other outside class hours.

Some case studies will have set questions at the end of the case and some may not. In either circumstance, you should analyse the case and identify the key issues from an Organisational Behaviour perspective. While your presentation should focus on the relevant lecture topic, you should also discuss any other aspects of Organisational Behaviour you might identify in the case.

Once you have formed your team in Tutorial 3, you should sit with your team members each week and participate in the class activities with them. Following each tutorial, you should make notes of the group dynamics in your team for that week, as this will provide valuable data for your Reflective Essay assessment.

It is essential that all members of the tutorial have read and are familiar with the case study, prior to the presentation and are prepared to discuss and debate the issues.

Presentation

The total time of your presentation will be 30 minutes. The first 15 minutes should be the presentation of your analysis of the case study for that week. Please ensure that your presentation relates to relevant theoretical concepts from the unit.

Do not stand up and read from a prepared script. Your presentation should be well planned and rehearsed. If you wish, you can use an aide memoir such as small 'palm' or 'cue' cards. You should use audio visual aids to help emphasise points in your presentation and you should also make use of facilities available in the tutorial room.

Class Activity

For the remaining 15 minutes, you are to lead a whole of class activity relevant to the presentation of your topic. This may take the form of a role-play, a game, a debate or other activity that will involve **all** tutorial members.

You should strive to make your presentation and class activity both informative and interesting for all tutorial members – try to make it both educational and fun! This is an opportunity to be innovative and creative.

ASSESSMENT CRITERIA

- Evidence of planning and preparation
- Quality of structure (introduction, discussion, conclusion)
- Level of analysis, innovation and creativity
- Application of relevant unit content
- Coordinated team approach
- Interesting and educational activity involving all class members
- Clear, appropriate and well presented audio/visual aids
- Presentation skills

ASSESSMENT 3 – REFLECTIVE ESSAY

Words: 1500 (+ or – 10%) (Reference List not included in the word count)

This assessment provides you with the opportunity to engage in the professional skill of self-reflective practice. You are to write an essay reflecting on the following: your Tutorial presentation and the interactions with your team members in tutorial activities and out of class work; preparing for your tutorial presentations; and the team exercise you did in week 4 tutorial. Your reflection should be analytical in nature and should focus on the group processes and individual (including yourself) and group behaviours over this time. Your discussion should be linked to relevant topics from the unit content using Harvard author - date, in - text referencing. Your discussion should include any behavioural changes you recommend for yourself or others. While

the obvious related topic is that of group dynamics, you should also apply other topics taught in the unit that you consider relevant.

This assessment is about you writing your views on the topic. You must certainly research relevant literature, but you should paraphrase, interpret and summarise in your own words – do not cut and paste from the work of others, as this amounts to plagiarism (see paragraph below on plagiarism)

If you are not comfortable identifying your group members by name, you might wish to apply a code name to protect their anonymity. Other group members will not have access to your essay.

While you are expected to apply theoretical concepts from the unit to your discussion, you are also expected to engage in wider research. The following journal articles may be of assistance:

Coutu, D. 2009, '*Why teams don't work: Interview with J.R. Hackman*', Harvard Business Review, Vol. May, pp 98-105

Kozlowski, S. W.J., & Ilgen, D.R., 2006, '*Enhancing the effectiveness of work groups and teams'.* Psychological Science in the Public Interest, Vol. 7 No. 3, pp 77-124

MARKING CRITERIA

- Correct essay format
- Depth and quality of reflection and analysis
- Demonstrated understanding and application of relevant theoretical concepts taught in the unit
- Written expression, including grammar, spelling and punctuation
- Accurate citations of sources using Harvard, author date referencing system
- Harvard format reference list
- Satisfies all the conditions for assessment submission for this course (satisfactory/unsatisfactory only)

ASSESSMENT SUBMISSION INSTRUCTIONS

- Use size 12 font and 1.5 line spacing

- A completed assignment cover sheet is to be attached as the front page of your assignment

- Assignment should be stapled on top left corner – no plastic sleeves or other bindings should be used

- Each page must have a header or footer with your name and student number and a page number.

- The maximum number of direct quotes allowable is 4 and each quote should be no longer than four lines of text

- You must hand a hard copy of your assessment to your tutor in class

- An identical, electronic copy of your essay must be uploaded to Turnitin on the course website by 2400 hours on the due date. Failure to upload your essay will be regarded as a 'failed to submit' and a zero mark will be recorded. You will be unable to upload after 2400 hours as the system will lock you out

ACKNOWLEDGEMENT OF SOURCES

You are required to acknowledge the source of all ideas an expressions used in written submitted work. To provide adequate documentation is not only an indication of academic honesty, but also a courtesy, enabling the marker to consult sources with ease. Failure to acknowledge sources could constitute plagiarism, which may be subject to a charge of Academic Misconduct.

The referencing system for this unit is Harvard author-date, in-text referencing. Your reference list should also be in Harvard style and no other form of referencing (e.g. footnotes or endnotes) should be used

LATE SUBMISSION OF ASSIGNMENTS

Requests for late submission of assignments must be made in writing to the Unit Convenor at least three days before the assignment is due and must be supported by credible documentation (e.g. medical certificate). In the interests of equity, requests for late submission will only be granted in extenuating circumstances such as serious illness, misadventure or bereavement. Otherwise, late submission of assignments will incur a penalty of 10% of the assignment mark per day. Please note that a weekend represents 2 days. Assignments will not be accepted after 3 days of the due date.

TURNITIN

All written assessments must also be submitted online, using Turnitin software. This software reviews the submitted work against published material and other submitted work

Papers submitted will remain in the Turnitin database for an undisclosed period and papers may be used by others to determine the academic misconduct of other individuals. This may occur as long as the paper remains in the Turnitin database. Therefore, to protect your privacy, personal details such as your name and/or contact details that can be used to identify you, should not be included in your uploaded papers. Use only your student ID when you upload your papers

Turnitin stores the document both in its original form and in an 'electronic fingerprint' form. The electronic fingerprint of the document is used to compare against other documents submitted to Turnitin. The original form of the document is only available to the original author and the lecturer of the course to which the document was submitted. Neither Macquarie University nor Turnitin administration staff are able to view uploaded assignments.

After submission, you will be able to view the Turnitin results and you will be able to resubmit until the deadline.

PLEASE NOTE: Your uploaded essay must be identical to the hard copy you submit in tutorial. Any differences in the hard copy submitted and the e copy uploaded will be regarded as Academic Misconduct and you may be subjected to disciplinary action.

ASSESSMENT 4 - FINAL EXAMINATION

The learning outcome for the final examination is for students to have a broad knowledge of all the topics covered throughout the unit.

The exam will be based equally on the textbook and lectures over the whole semester. The exam will be 120 minutes in length and the format will be multiple choice. A multiple-choice exam has been chosen to enable a large number of questions to be asked about a broad range of topics.

Hard copy dictionaries can be taken into the exam to assist students who do not have English as a first language. To arrange this, follow the standard university processes regarding use of dictionaries.

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://www.timetables.mq.edu.au/exam

 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. 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 (that is, the final day of the official examination period).

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 in the *Handbook of Undergraduate Studies* or on the web at: 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 the unit, and/or referral to the University Discipline Committee.

SOME EXAMPLES OF PLAGIARISM

- Downloading an assignment from an online source and submitting it as your own work
- Buying, stealing or borrowing an assignment and submitting it as your own work
- Quoting from a source 'word for word', without using quotation marks is plagiarism, even if you reference it
- Copying, cutting and pasting text from an electronic source and submitting it as your own work
- Using the words of someone else and presenting them as your own
- Putting someone else's ideas into your own words and not acknowledging the source of the ideas
- Copying the written expression of someone else without proper acknowledgement
- Relying too much on other people's material. Avoid repeated use of long quotations. Use your own words and rely less on quotations

RESPONSIBILITIES AND CONDUCT

You are expected to be familiar with and adhere to university policies in relation to punctual class attendance and general conduct and behaviour, including maintaining a safe, respectful and supportive environment. You should understand your obligations to workload, submitting assessments on time and keeping informed.

WORKLOAD

It is expected that you will spend at least ten hours per week studying this unit. This time should be made up of research, working on exercises and problems and attending classes. In periods where you need to complete assignments or prepare for examinations, you may expect the workload to be greater.

Over commitment has been a cause of failure for many students. You should consider the required workload when planning how to balance study with employment and other activities.

ATTENDANCE

Your regular and punctual attendance at lectures and tutorials is expected in this unit. University regulations indicate that if you attend less than 80% of scheduled classes, without credible documentation, you will not pass this unit.

KEEPING INFORMED

You should take note of all announcements made in lectures, tutorials and on the unit website. From time to time, the university may send important announcements to your university email address without providing you with a paper copy. You will be deemed to have received this information. Therefore, it is essential that you regularly monitor your university email. You should only use your university email address to communicate with unit staff.

WEBPAGE

The course website is available via Online Units through the Macquarie University website. http://learn.mq.edu.au

This course outline, all lecture slides, readings and other useful material will be available from this website. If you have difficulties logging on to this website, please contact the university's technical support staff. Do not contact the unit lecturer or tutors if you have technical difficulties – they will not be able to solve them.

You are expected to print copies of the lecture slides and bring them along to the lectures.

All important announcements will be made on the course website and you are expected to view the announcements page of the course website at least once per week.

Questions of a general nature about the unit should be posted on the discussion board available via the course website – feel free to post questions, answers and constructive comments. You should speak directly with your Tutor for questions or inquiries of a more specific or personal nature.

RECOMMENDED MEMBERSHIP

Becoming a student member of the Australian Human Resources Institute (AHRI) provides you with an opportunity to keep up to date with developments in human resources. If you are a full-time student, AHRI provides membership free for one year, including subscription to an online version of their monthly magazine. See www.ahri.com.au for details.

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

Further support for students within the Faculty of Business and Economics can be found at:
http://businessandeconomics.mq.edu.au/information_for/new_and_current_students/undergraduate/bess

SPECIAL CONSIDERATION

The university has determined that some circumstances routinely encountered by students are not acceptable grounds for claiming Special Consideration. These grounds include, but are not limited to:

- Routine demand of employment
- Routine family problems such as tension with or between parents, spouses and other people closely involved with the student
- Difficulties adjusting to university life, to the self discipline needed to study effectively and the demands of academic work
- Stress or anxiety associated with examinations, required assignments or any aspect of academic work
- Routine need for financial support
- Routine demands of sports, clubs and social or extra-curricular activities

PRESCRIBED TEXT

McShane, S., & Travaglione, T. (2010). Organisational behaviour on the Pacific Rim. Sydney, McGraw Hill.

OTHER USEFUL TEXT REFERENCES

Aldag, Ramon J. & Kuzuhara, Loren W., 2002, *Organizational Behaviour and Management,* South Western, Thomson Learning, Australia

Greenberg, Jerald & Baron, Robert A., 2008, *Behaviour in Organizations,* Pearson Prentice Hall, Upper Saddle River, New Jersey

Robbins, Stephen P. & Judge, Timothy A., 2009, *Organizational Behaviour,* Pearson Prentice Hall, Upper Saddle River, New Jersey

Robbins, Stephen P., Judge, Timothy A., Millett, Bruce & Waters-Marsh, Terry, 2010, *Organizational Behaviour,* Pearson Education, Australia

WEEK	LECTURE	TUTORIAL
1 **22 Feb**	Introducing Organisational Behaviour – Individual Behaviour, Personality and Values **Text: Ch. 1 & 2**	• No tutorials
2 **1 Mar**	Perception and Learning in Organisations **Text: Ch. 3**	• Induction • Discussion of assessments and unit outline
3 **8 Mar**	Workplace Emotions, Attitudes and Stress **Text: Ch. 4**	• Case Study 'HY Dairies Inc', pp 287-288 • Formation of presentation teams • Critical Questions
4 **15 Mar**	Foundations of Employee Motivation **Text: Ch. 5**	• Team Activity - 'Project Planning' (relates to assessment 3) • Critical Questions
5 **22 Mar**	Applied Performance Practices **Text: Ch. 6**	• Case Study Presentation – 'Keeping Suzanne Chalmers' pp 288-290 • Critical Questions
6 **29 Mar**	Decision Making and Creativity **Text Ch. 7**	• Case Study Presentation- 'Arctic Mining Consultants' pp 616-619 • Critical Questions
	MID SEMESTER BREAK 5 APRIL – 16 APRIL	
7 **19 Apr**	Team Dynamics **Text: Ch. 8**	• Case Study Presentation – 'Chengdu Bus Group' pp 619-621 • Critical Questions
8 **26 Apr**	***PUBLIC HOLIDAY – NO CLASSES***	
9 **3 May**	Power and Influence in the Workplace **Text: Ch. 10**	• Case Study Presentation- 'Tamarack Industries' pp 494-494 • Critical Questions
10 **10 May**	Conflict and Negotiation in the Workplace **Text: Ch. 11**	• Case Study Presentation- 'High Noon at Alpha Mill' Pp 630-632 • Critical Questions
11 **17 May**	Leadership in Organisational Settings **Text: Ch. 12**	• Case Study Presentation- 'A MIR Kiss' pp 615-616 • Critical Questions
12 **24 May**	Organisational Culture **Text: Ch. 13**	• Case Study Presentation- 'Josh Martin' pp 489-490 • Critical Questions
13 **31 May**	Organisational Change **Text: Ch. 15**	• Case Study Presentation – 'Lime Industries' pp 606-608 • Exam discussion