

MACQUARIE  
UNIVERSITY



FACULTY OF  
BUSINESS AND ECONOMICS

**BBA111**  
**Organisational Behaviour**

**Semester 2, 2011**

*Department of Marketing & Management*

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

**Year and Semester: Semester 2 2011**

**Unit convenor: Terry Standen**

**[Prerequisites / Corequisites:]: None**

**Credit points: Three**

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**

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. Firstly, performance and other organisational outcomes such as sustainability and employee engagement and well-being. Secondly, the needs to both adapt to and proactively create change to sustain performance and relevance. Thirdly, 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: Terry Standen**  
Email: terry.standen@mqc.edu.au
- **Tutor: Philomena Brandt**  
Email: philomena.brandt@mq.edu.au
- **Tutor: Jodi Dickson**  
Email: To be advised in tutorial
- **Tutor: Anne Sedgley**
- **Email: To be advised in tutorial**

## CONSULTATION TIME

Contact lecturer or tutor via email to arrange consultation.

## CLASSES

- The subject consists of a weekly two hour lecture and a one hour tutorial.
- The timetable is at:  
<http://www.timetables.mq.edu.au/class/2010/ttmaker/showfullunit.asp?UnitPrefix=HRM&UnitNum=250>
- **Note:** Students must attend 80% of all tutorials to complete the unit, i.e., miss no more than two tutorials, including medical absences. A log will be taken to record attendance. Medical certificates are required for medical absences and should be given to your tutor.
- 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 to maximise your learning experience. However, you may change a tutorial, providing the tutorial you wish to change to has 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.
- Students are expected to arrive on time, certainly before five minutes past the hour and not to leave until the class ends.
- Mobiles should be turned off during classes, not simply set to silent. Texting or other mobile phone activity during class is distracting to the student concerned, the lecturer and other students and is strictly forbidden. Students violating this requirement will be asked to leave the class.

## REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

### PRESCRIBED TEXT

McShane, S., & Travaglione, T. (2010). 3<sup>rd</sup> Edition: 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

## **TECHNOLOGY USED AND REQUIRED**

- Students are required to familiarise themselves with the use of the learning management system BlackBoard.
- BlackBoard will be used to post course material, announcements, student grades and as a means of communication between students and course staff members.
- Students will also be required to use the learning technologies of the library, and access the world wide web.
- Tutorial presentations will require the use of Powerpoint, and the classroom lecturns.

## **UNIT WEB PAGE**

Course material is available on the learning management system (BlackBoard), which can be found at: <https://learn.mq.edu.au/>.

- This course outline, all lecture slides, readings and other useful material will be available from Blackboard. If you have difficulties logging on to Blackboard, 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 BlackBoard and you are expected to view the announcements page of the course website at least once per week.

## **LEARNING OUTCOMES**

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

## **UNIT OUTCOMES**

The specific learning outcomes of this unit are:

1. Understand contemporary OB theory and practice by analysing the behaviour of individuals and groups in organisations through the study of; individual behaviour, personality, values and perception, group dynamics and group decision-making processes.
2. Understand the relevance of contemporary OB theory and practice to contemporary organisational development and effectiveness, through the study of: power and influence, conflict and negotiation, leadership, as well as culture and change in organisations.
3. Apply OB theory and practice to contemporary organisations through the analysis of case studies and a reflective essay.
4. Analyse the development needs for an organisation.
5. Develop the ability to enhance human capital through effective and sustainable OB practices.
6. Appreciate key learning and cognition theories and how they link and inform effective human resources development practices.

## **DISCIPLINE OUTCOMES**

As a result of studying courses in the Bachelor of Business Administration, you will develop:

1. An understanding of the internal component parts of a business organisation and their interrelationships.
2. An ability to recognise all the elements that comprise an organisation's environment and understanding how the organisation interacts with them.
3. An understanding of the role of the organisation in promoting and providing a sustainable natural environment.

## **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 & Skills
2. Critical, Analytical and Integrative Thinking
3. Problem Solving and Research Capability
4. Creative and Innovative
5. Effective Communication
6. Engaged and Ethical Local and Global citizens
7. Socially and Environmentally Active and Responsible
8. Capable of Professional and Personal Judgement and Initiative
9. Commitment to Continuous Learning

## STUDENT WORKLOAD GUIDELINES

According to Academic Senate Guidelines, student workload should be three hours per credit point per week, including the two week semester break. This means a three credit point unit should have a student work load of 135 hours. Students vary in their study patterns but as a guide, this unit's intended approximate workload is:

Activity	Duration	Per semester	Semester Total
Lectures	2 hours	13	26
Tutorials	1 hour	11	11
Readings and tute preparation	4 hours	11	44
Early semester exam revision	10 hours	1	10
Group presentation preparation	12 hours	1	12
Reflective Essay Assignment	15 hours	1	15
Final exam revision	17 hours	1	17
<b>TOTAL HOURS</b>			<b>135</b>

## 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.

**Further information is to be found in the 'Assessment Guide' posted on BlackBoard which accompanies this document.**

## RESEARCH AND PRACTICE

- This unit uses research from external sources, for example:
  - 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.
- This unit gives you practice in applying research findings in your assignments.
- This unit gives you opportunities to conduct your own research.

**RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES**

	<b>Assessment Task 1</b>	<b>Assessment Task 2</b>	<b>Assessment Task 3</b>	<b>Assessment Task 4</b>
<b>Title/Name</b>	Mid Semester Quiz	Tutorial Presentations	Individual Reflective Essay	Final Examination
<b>Description (including length or similar if applicable)</b>	40 Multiple Choice Questions based on Lecture topics 1–3 See “Assessment Guide”	25 Minute Presentation in tutorial See “Assessment Guide”	2000 word Reflective Essay See “Assessment Guide”	3 Hour Exam based on Lecture topics 4 - 13 Multiple Choice & Essay Questions
<b>Due date</b>	Week 4	Weeks 4-13	Week 11	Exam Period
<b>% Weighting</b>	10%	20%	30%	40%
<b>Grading method</b>	This is an early warning test to enable you to assess your progress	Presentations will be assessed against stated criteria See “Assessment Guide”	The essay will be assessed against stated criteria. See “Assessment Guide”	Essays will be assessed against stated criteria See “Assessment Guide”
<b>Submission method</b>	Completed in Lecture	Presented in Tutorial	Submitted on Blackboard via ‘Turnitin’ on due date	See examination timetable
<b>Feedback (type, method, date)</b>	Results posted on Blackboard	In class at the conclusion of presentation. Final mark once all presentations complete.	In class, written and oral feedback	Final results will be released by the university following the examination.
<b>Estimated student workload (hours)</b>	15 Hours	30	30	30
<b>Unit Learning Outcomes assessed</b>	Understand contemporary OB theory and practice including an analysis of the behaviour of individuals and groups in organisations	Apply OB theory and practice to contemporary organisations through the analysis of case studies	Understand contemporary OB theory and practice. Evaluate the application of OB theory and practice by reflecting on the group process	Understand the relevance of contemporary OB theory and practice to the behaviour of groups in organisations and organisational development and effectiveness.
<b>Graduate capabilities assessed</b>	Discipline specific knowledge and skills (10%)	Discipline specific knowledge and skills (5%) Critical, analytical & integrative thinking (5%) Problem solving and research capability (5%) Effective communication (5%)	Discipline specific knowledge and skills (5%) Critical, analytical & integrative thinking (5%) Problem solving and research capability (5%) Effective communication (5%)	Discipline specific knowledge and skills (10%)

Further information is to be found in the ‘Assessment Guide’ posted on BlackBoard which accompanies this document.

## **ASSESSMENT - MID-SEMESTER QUIZ**

The quiz will be held at the start of the Lecture in Week 4 (Week commencing 22<sup>ND</sup> August) at 4.00pm. **Attendance at this test is compulsory.** It will consist of 40 multiple-choice questions and you will have 45 minutes in which to complete your answers. The questions will be based on the lecture topics from weeks 1 to week 3, inclusive.

## **ASSESSMENT - FINAL EXAMINATION**

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.

The learning outcome for the final examination is for students to have a broad knowledge of all the topics covered throughout the unit concentrating on Lecture Topics 4 to 13 inclusive.

This three (3) hour final examination for this unit will be held during the University Examination period from the 14<sup>th</sup> November to the 4<sup>th</sup> of December.

The exam will be based equally on the textbook and lectures over the whole semester. The exam will be 180 minutes in length and the format will consist of multiple choice questions and at least two written responses.

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. The University's policy on special consideration process is available at

[http://www.mq.edu.au/policy/docs/special\\_consideration/policy.html](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>



**Further information is to be found in the 'Assessment Guide' posted on BlackBoard which accompanies this document.**

### **LATE SUBMISSIONS AND APPLICATIONS FOR SPECIAL CONSIDERATION**

Late submission will be penalised at a rate of 10% of the final mark per day late, including weekends. After five days, a mark of 0% will be assigned.

Students wishing to apply for **Special Consideration** (including extensions) should apply through Student Support Services **before the due date**. This applies to examinations, assignments and presentations. Applications should be accompanied by a medical certificate. (See Special Consideration and Student Support below.)

### **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](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/for/new\\_and\\_current\\_students/undergraduate/admin\\_central/grade\\_appeals](http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/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/procedure.html](http://www.mq.edu.au/policy/docs/special_consideration/procedure.html)

### **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>.

### **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 utilizing 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 course work for approved unit 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.

## UNIT SCHEDULE

WEEK	LECTURE	TUTORIAL
1 1 Aug	Introduction to OB. Individual Behaviour, Personality and Values <b>Text: Ch. 1 &amp; 2</b>	<ul style="list-style-type: none"> <li>No tutorials</li> </ul>
2 8 Aug	Perception and Learning in Organisations  <b>Text: Ch. 3</b>	<ul style="list-style-type: none"> <li>Induction</li> <li>Discussion of assessments and unit outline</li> </ul>
3 15 Aug	Workplace Emotions, Attitudes and Stress <b>Text: Ch. 4</b>	<ul style="list-style-type: none"> <li>Formation of presentation teams</li> <li>Group Activity – Project Planning Exercise</li> </ul>
4 22 Aug	Applied Performance Practices (Independent study by students) <b>Text: Ch. 6</b> <b><i>MID SEMESTER TEST IN LECTURE</i></b>	<ul style="list-style-type: none"> <li>Case Study ‘Jersey Dairies Ltd’, pp 40-41</li> </ul>
5 29 Aug	Foundations of Employee Motivation <b>Text: Ch. 5</b>	<ul style="list-style-type: none"> <li>Case Study. ‘HY Dairies Inc’ pp 287-288</li> <li></li> </ul>
6 5 Sept	Decision Making and Creativity  <b>Text Ch. 7</b>	<ul style="list-style-type: none"> <li>Case Study Presentation – ‘Keeping Suzanne Chalmers’ pp 288-290</li> </ul>
7 12 Sept	Team Dynamics  <b>Text: Ch. 8</b>	<ul style="list-style-type: none"> <li>Case Study Presentation – ‘Tree Top Forest Products’ pp495-497</li> </ul>
<b><i>MID SEMESTER BREAK 19 SEPT – 3 OCT</i></b>		
8 3 Oct	<b><i>PUBLIC HOLIDAY NO LECTURE OR TUTORIALS</i></b>	
9 10 Oct	Power and Influence in the Workplace  <b>Text: Ch. 10</b>	<ul style="list-style-type: none"> <li>Case Study. ‘Fran Hayden Joins Dairy Engineering. pp 283</li> </ul>
10 17 Oct	Conflict and Negotiation in the Workplace  <b>Text: Ch. 11</b>	<ul style="list-style-type: none"> <li>Case Study Presentation ‘The Regency Grand Hotel’ pp 290-292</li> </ul>
11 24 Oct	Leadership in Organisational Settings  <b>Text: Ch. 12</b>	<ul style="list-style-type: none"> <li>Case Study Presentation- ‘Tamarack Industries’ pp 493-495</li> </ul>
12 31 Oct	Organisational Culture  <b>Text: Ch. 13</b>	<ul style="list-style-type: none"> <li>Case Study Presentation- ‘Josh Martin’ pp 489-490</li> </ul>
13 7 Nov	Organisational Change <b>Text: Ch. 15</b>	<ul style="list-style-type: none"> <li>Case Study Presentation – ‘Lime Industries’ pp 606-608</li> </ul>