

MACQUARIE  
UNIVERSITY



FACULTY OF  
BUSINESS AND ECONOMICS

Unit Code: BUS 815

Unit Name: Behaviour in  
Organisations

First Semester, 2011

**Department of Marketing and Management**

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

<b>Year and Semester:</b>	<b>Semester 1, 2011</b>
<b>Unit convenor:</b>	<b>Assoc. Professor Peter McGraw</b>
<b>Prerequisites/Corequisites:</b>	<b>none</b>

Students in this unit should read this unit outline 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**

- BUS 815 is a 4 credit point unit.
- Organisational behaviour is the study of what people think, feel and do in and around organisations. The body of knowledge is developed from the systematic study of individual, team and structural characteristics for the purpose of helping organisations succeed.
- Behaviour in Organisations recognises three levels of analysis for examining organisational behaviour: the individual; the group, and the organization as a whole. Various topics are considered within these levels of analysis. Upon successful completion of this unit students will have examined aspects of the individual that contribute to their behaviour in the workplace and how individual behaviour is manifested in the organization.

**TEACHING STAFF**

- **Convenor:**  
Ass. Professor Peter McGraw  
Department of Marketing and Management  
Email: peter.mcgraw@mq.edu.au
- **Lecturer/Tutor:**  
Bill Morrissey  
morrisseyassociates@bigpond.com  
Room E4A  
Consultation - by appointment

## CONSULTATION TIMES

*Consultations are by arrangement on Monday or Tuesday afternoon, in the Consultation Room at E4B104.*

*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 at levels 1, 2 and 3 of 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: <http://www.timetables.mq.edu.au/> .
- Students should attend lectures and tutorials. Attendance will be taken in the tutorials. Warning: You must attend at least 10 of the 12 tutorials. 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 classes.

## REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Prescribed text: 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.
- Prescribed unit materials: students will be directed to relevant readings from time to time during classes
- 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: Blackboard and Macquarie University email

#### UNIT WEB PAGE

- The web page for this unit can be found at: <http://learn.mq.edu.au> . To log on, you must first obtain a log on password from IT services or the library then click through to BUS 815. 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 OBJECTIVES AND 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:
  - appreciation of a range of individual differences and attitudes
  - knowledge of the importance of individual perception and learning
  - knowledge of the bases and uses of power in organisations
  - appreciation of the importance of motivation in the workplace and methods of motivation
  - appreciation of job design and its impact on performance
  - appreciation of how groups and teams develop and are nurtured
  - knowledge of traditional theories of management
  - knowledge of types of conflict and negotiation

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills in a range of areas. One of the aims of this unit is that students develop their skills in the following: Self-awareness and interpersonal skills; Critical analysis skills; Problem-solving skills; Creative thinking skills.

#### 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

### **TEACHING AND LEARNING STRATEGY**

- This unit is taught using lectures and a combination of self assessments, video presentations and discussions.
- Students are expected to read prescribed text chapters before lectures, attend lectures, join in discussions and complete all assessments.

### BUS 815 - CLASS TIME, LEARNING TOPICS AND READINGS

Week	Week Begins	Lecture Topic	Text Readings
1	21 February	Introduction to Organisational Behaviour	Schermerhorn Chapter 1 <b>Tutorials Start Next Week</b>
2	28 February	Individual Characteristics And Attitudes	Chapters 2 & 3 <b>Tutorials Start This Week</b>
3	7 March	Perception, Attribution and Learning	Chapter 4
4	14 March	Motivation	Chapter 5 <b>Class Test</b>
5	21 March	Motivation and Performance	Chapter 6
6	28 March	Teams in Organisations	Chapter 7
7	4 April	Teams and Team Performance <b>Individual Essay Due</b>	Chapter 8
		<b>Recess 11 April to 22 April</b> <b>Easter Monday 25 April &amp; Anzac Day 26 April are Public Holidays</b>	
8	25 April	<b>No lecture or tutorial</b>	
9	2 May	Decision Making and Creativity <b>Group Project Due</b>	Chapter 9
10	9 May	Power and Politics	Chapter 12
11	16 May	Leadership, Challenges and Culture and Organisational Change	Chapter 13 & 14
12	23 May	Culture and Innovation and Communication and Collaboration	Chapter 15 and 11
13	30 May	Conflict and Negotiation Subject review	Chapter 10

As noted above, tutorials commence in Week 2. Students are expected to come to tutorials having read the relevant reading(s) for that week. For instance, you should

read Chapter 1 before the first tutorial in Week 2, Chapter 4 before the second tutorial in Week 3, and so on.

## RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

- Assessment is a mix of exams in which students can demonstrate their knowledge and understanding of the material covered, an Individual Essay and a group project, in which students develop research skills and apply them to a task.

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

- Assessment components and their weightings are listed in the above table. The dates they are scheduled or due are listed in the lecture schedule.

**1. The Class Test is of 25 minutes duration week 4 – 5 marks.** It consists of 10 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 for test and exam papers will be awarded to answers that are:
  - complete, i.e. they address all 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.

### **2. Individual Essay: 20% - Due week 7 and handed in during tutorial.**

Behaviour in Organisations is regarded as vital to both individual and corporate success, and to be effective organisations must keep in touch with both needs of employees and resources available.

**Your Task:** The workplace is constantly changing, consider and critique developments in the field of Behaviour in Organisations over last 25 years to cope with these changes. You might consider changes in motivation, organisational company logistics, people dynamics, motivation, globalisation. These are suggestions so you do not need limit your research and ideas to these factors.

- The paper should be professionally presented (as if you were presenting it to the CEO of a major corporation).

- It should be around 1,500 words in total length (including references etc). Assignments within + or – 10% of this total will not be penalised.
- It must use at least 6 references. The textbook does not count as a reference but can be used. At least 2 references must be Australian. Avoid internet references except for those that come from academic databases.
- Referencing is critical. Please use the Harvard system, as described later in this outline. The words of others must be cited (referenced), as must the ideas of others. A failure to reference may result in a significant grade penalty.
- It should begin with an Executive Summary and finish with a Conclusion. An Executive Summary is a concise summary of your entire paper (including key findings) in 3 or 4 paragraphs. While an Introduction presents the context for the information to follow, an Executive Summary answers the reader's question, "If I do not read the remainder of the paper, what is it that the writer really wants me to know?"
- This assignment is due in **the Week 7 Tutorial** (week commencing 4 April) 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/current/postgraduate/bess>.
- **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 Blackboard website under "Assignments". **Note:** In the submitted copy to Turnitin, **please do not include the reference list**. 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> and Student Quickstart Guide [http://www.turnitin.com/resources/documentation/turnitin/training/tii\\_student\\_qs.pdf](http://www.turnitin.com/resources/documentation/turnitin/training/tii_student_qs.pdf).
- 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 brought, 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 must be attached to the essay.

### 3. The group project – 25%.

The project requires students to address a given task by undertaking research into a particular topic, analysing and synthesising their findings and preparing a written response. Conducted in a group, this assessment, and its preparatory exercises, allows students to develop their knowledge of the area, and to develop the generic skills listed previously.

**Due Date:** in tutorial Week 9 commencing 2 May 2011



- The group project is to be submitted in class. Late submission of the group project will incur a penalty of 10% of the value of the assessment for every day that it is late.
- **Details of the Group Project will be available on Blackboard.**
- The Assessment sheet at the end of this outline must be attached to the paper.

**4. The Final Exam – 50%** - is of three (3) hours duration and will be held in the examination period 6 June to 27 June 2011.

- The tests and the exam examine the range of topics using short answer questions and case studies and essays which allow students to demonstrate their knowledge, and essay type questions that allow students to demonstrate their understanding.

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, 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.
- Late submissions: Unless approved prior to submission date a late penalty of 10% per day will apply to all assignments.

The Exam will consist of an essay or case study and short answer questions.	<b>Assessment Task 1</b>	<b>Assessment Task 2</b>	<b>Assessment Task 3</b>	<b>Assessment Task 4</b>
Title/Name				
Description (including length or similar if applicable)	Class test – short answers	Individual Essay – 1500 words	Group Project – 3500 words	Exam – essay or case study plus short answer questions
Due date	Week 4	Week 7	Week 11	During Exam Period
% Weighting	5%	20%	25%	50%
Grading method - marking criteria/ standards - expectations in relation to presentation - referencing requirements	0.5 marks each for ten short answer questions.	See marking sheet at the end of the outline.	See marking sheet at the end of the outline.	Based on your knowledge of the materials covered in all weeks of the semester.
Submission method	During Tutorial	Submit to Tutor during Tutorial	Submit to Tutor during Tutorial	Exam method
Feedback (type, method, date)	Results will be advised in Week 5	Results available in Week 9	Results available in Tutorial Week 13	
Estimated student workload (hours)	Three hours	10 hours	12 hours	Ongoing during semester
Learning outcomes assessed				
1	# 1	# 1	# 1	# 1
2		# 4	# 2	# 2
3		# 5	# 3	# 3
4		# 6	# 4	# 4
5		# 9	# 5	# 6
6		# 10	# 7	# 7
Graduate capabilities assessed				
1	# 1	# 1	# 1	# 1
2		# 2	# 2	# 2
3		# 3	# 3	# 3
4		# 4	# 4	# 4
5		# 6	# 5	# 5
6				# 6

- **Attendance and Assessment**

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 tutorials. Warning: You must attend at least 10 of the 12 tutorials** – failure to do so will lead to major deduction of group-work contribution.

- 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 2011 is from 6 June to 27 June 2011.

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>

## 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.

## **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)

### **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 utilising 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 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.

### **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>

**FORM FOR GROUP PROJECT**  
**(Due: week 3 tutorial)**

STUDENTS' NAMES & NUMBERS: Group Name and Number:

Name	Number

**TRAINING PROPOSAL**

IDENTIFY THE SUBJECT MATTER OF THE PROPOSED PROJECT (eg type of issues, motivation, communication skills, managing individual employees etc)

.....  
.....  
.....  
.....

INDICATE THE TYPE OF ORGANISATION AND TARGET GROUP FOR THE TRAINING (eg Individual coffee shop in a coffee shop chain, cohort will include all casual wait staff, incl. approx 15 staff)

.....  
.....  
.....

**Assessment Criteria – Group Project. – 20 %**

	Excellent	Very Good	Good	Acceptable	Marginal	Fail
A clear training program is proposed, demonstrating insight, originality and practicality						
The proposal provides a coherent and persuasive justification of recommendations						
The design of the training program is appropriate for the content and (organisational and participant) context.						
An appropriate range of theory from the course is used.						
The report is supported by at least 5 credible and accurately-cited published sources.						
Written construction and presentation is clear and logical						

Comments:

**Individual Essay – 25%**

The assignment will be graded as follows:

Student Name:

Number:

	Excellent	Very Good	Good	Acceptable	Marginal	Fail
Relevance of content to topic						
Application of ideas						
Evidence of research						
Development of discussion						
Coherence of argument						
Critical evaluation of subject						
Writing style: sentence structure, etc.						
Presentation, paragraphing, layout						
References: quality, quantity						
Bibliography						
Length (as set)						

Comments: