MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE

Year and Semester: Semester 1 2012

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 a part of our everyday lives. We are born into organisations; we are educated 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. At first, the 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. Finally, 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@mq.edu.au

- Tutor: Philomena Brandt  
  Email: philomena.brandt@mq.edu.au

- Tutor: Anne Sedgley  
  Email: To be advised in tutorial

- Tutor: Lenore Pennington  
  Email: To be advised in tutorial

CONTACTING STAFF

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:  

- 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 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.

PRIZES

- Prizes for this unit, please refer to:  
  http://www.businessandeconomics.mq.edu.au/undergraduate_degrees/prizes_scholarships
REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

PRESCRIBED TEXT


OTHER USEFUL TEXT REFERENCES

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


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 ILearn.
- ILearn 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 (ILearn), which can be found at: https://ilearn.mq.edu.au/

- This course outline, all lecture slides, readings and other useful material will be available from ILearn. If you have difficulties logging on to ILearn, 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 ILearn 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.

### 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:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
<th>Per semester</th>
<th>Semester Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>2 hours</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Tutorials</td>
<td>1 hour</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Readings and tute preparation</td>
<td>1 hours</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Early semester exam revision</td>
<td>15 hours</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>Group presentation preparation</td>
<td>30 hours</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Reflective Essay Assignment</td>
<td>30 hours</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Final exam revision</td>
<td>30 hours</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td><strong>TOTAL HOURS</strong></td>
<td></td>
<td></td>
<td><strong>153</strong></td>
</tr>
</tbody>
</table>

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 ILearn which accompanies this document.

RESEARCH AND PRACTICE

- This unit uses research from external sources, for example:

- This unit gives you practice in applying research findings in your assignments.
- This unit gives you opportunities to conduct your own research.
<table>
<thead>
<tr>
<th>Assessment Task 1</th>
<th>Assessment Task 2</th>
<th>Assessment Task 3</th>
<th>Assessment Task 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title/Name</strong></td>
<td>Mid Semester Class Test</td>
<td>Tutorial Presentations</td>
<td>Individual Reflective Essay</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>40 Multiple Choice Questions based on Lecture topics 1–3 See “Assessment Guide”</td>
<td>25 Minute Presentation in tutorial See “Assessment Guide”</td>
<td>2000 word Reflective Essay See “Assessment Guide”</td>
</tr>
<tr>
<td><strong>Due date</strong></td>
<td>Week 4</td>
<td>Weeks 4-13</td>
<td>Week 11</td>
</tr>
<tr>
<td><strong>% Weighting</strong></td>
<td>10%</td>
<td>20%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Grading method</strong></td>
<td>This is an early warning test to enable you to assess your progress See “Assessment Guide”</td>
<td>Presentations will be assessed against stated criteria See “Assessment Guide”</td>
<td>The essay will be assessed against stated criteria See “Assessment Guide”</td>
</tr>
<tr>
<td><strong>Submission method</strong></td>
<td>Completed in Lecture</td>
<td>Presented in Tutorial</td>
<td>Submitted on ILearn via ‘Turnitin’ on due date</td>
</tr>
<tr>
<td><strong>Feedback (type, method, date)</strong></td>
<td>Results posted on ILearn</td>
<td>In class at the conclusion of presentation. Final mark once all presentations complete.</td>
<td>In class, written and oral feedback</td>
</tr>
<tr>
<td><strong>Estimated student workload (hours)</strong></td>
<td>15 Hours</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td><strong>Unit Learning Outcomes assessed</strong></td>
<td>Understand contemporary OB theory and practice including an analysis of the behaviour of individuals and groups in organisations</td>
<td>Apply OB theory and practice to contemporary organisations through the analysis of case studies</td>
<td>Understand contemporary OB theory and practice. Evaluate the application of OB theory and practice by reflecting on the group process</td>
</tr>
<tr>
<td><strong>Graduate capabilities assessed</strong></td>
<td>Discipline specific knowledge and skills (10%)</td>
<td>Discipline specific knowledge and skills (5%) Critical, analytical &amp; integrative thinking (5%) Problem solving and research capability (5%) Effective communication (5%)</td>
<td>Discipline specific knowledge and skills (10%) Critical, analytical &amp; integrative thinking (10%) Problem solving and research capability (5%) Effective communication (5%)</td>
</tr>
</tbody>
</table>

Further information is to be found in the ‘Assessment Guide’ posted on ILearn which accompanies this document.
ASSESSMENT - MID-SEMESTER CLASS TEST

The quiz will be held at the start of the Lecture in Week 4 (Week commencing 19\textsuperscript{th} March). \textbf{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 two hour thirty minute final examination for this unit will be held during the University Examination period from the 12\textsuperscript{th} June to 29\textsuperscript{th} June.

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.

\url{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

\url{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:

\url{http://www.mq.edu.au/policy/docs/examination/policy.htm}

\textbf{Further information is to be found in the ‘Assessment Guide’ posted on ILearn 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

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:


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.
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

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

<table>
<thead>
<tr>
<th>WEEK</th>
<th>LECTURE</th>
<th>TUTORIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>27 Feb, Introduction to OB. Text: Ch. 1</td>
<td>No tutorials</td>
</tr>
<tr>
<td>2</td>
<td>5 Mar, Individual Behaviour, Personality and Values Text: Ch. 2</td>
<td>Induction, Discussion of assessments and unit outline</td>
</tr>
<tr>
<td>3</td>
<td>12 Mar, Perception and Learning in Organisations Text: Ch. 3</td>
<td>Formation of presentation teams, Group Activity – Project Planning Exercise</td>
</tr>
<tr>
<td>4</td>
<td>19 Mar, <strong>MID SEMESTER TEST IN LECTURE</strong> Applied Performance Practices (Independent study by students) Text: Ch. 6</td>
<td>Case Study ‘Jersey Dairies Ltd”, pp 40-41</td>
</tr>
<tr>
<td>5</td>
<td>26 Mar, Workplace Emotions, Attitudes and Stress Text: Ch. 4</td>
<td>Case Study, ‘HY Dairies Inc’ pp 287-288</td>
</tr>
<tr>
<td>6</td>
<td>2 Apr, Foundations of Employee Motivation Text: Ch. 5</td>
<td>Case Study Presentation – ‘Keeping Suzanne Chalmers' pp 288-290</td>
</tr>
<tr>
<td>7</td>
<td>23 Apr, Decision Making and Creativity Text Ch. 7</td>
<td>Case Study Presentation – ‘Tree Top Forest Products’ pp495-497</td>
</tr>
<tr>
<td>8</td>
<td>30 Apr, Team Dynamics Text: Ch. 8</td>
<td>Case Study, ‘Fran Hayden Joins Dairy Engineering. pp 283</td>
</tr>
<tr>
<td>9</td>
<td>7 May, Power and Influence in the Workplace Text: Ch. 10</td>
<td>Case Study Presentation ‘The Regency Grand Hotel’ pp 290-292</td>
</tr>
<tr>
<td>10</td>
<td>14 May, Conflict and Negotiation in the Workplace Text: Ch. 11</td>
<td>Case Study Presentation-‘Tamarack Industries’ pp 493-495</td>
</tr>
<tr>
<td>11</td>
<td>21 May, Leadership in Organisational Settings Text: Ch. 12</td>
<td>Case Study Presentation-‘Josh Martin’ pp 489-490</td>
</tr>
<tr>
<td>12</td>
<td>28 May, Organisational Culture Text: Ch. 14</td>
<td>Case Study Presentation SK Telecom Goes Egalitarian</td>
</tr>
<tr>
<td>13</td>
<td>4 Jun, Organisational Change Text: Ch. 15</td>
<td>Case Study Presentation – ‘Lime Industries’ pp 606-608</td>
</tr>
</tbody>
</table>

**MID SEMESTER BREAK 6th APR – 22nd APR**