BBA 111
Organisational Behaviour
D2 2012
Marketing and Management

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## General Information

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<thead>
<tr>
<th>Unit convenor and teaching staff</th>
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<tr>
<td>Unit Convenor</td>
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<td>Denise Jepsen</td>
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<td>Contact via <a href="mailto:denise.jepsen@mq.edu.au">denise.jepsen@mq.edu.au</a></td>
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<td>By email or by appointment</td>
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<table>
<thead>
<tr>
<th>Lecturer</th>
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<tr>
<td>Terry Standen</td>
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<td><a href="mailto:terry.standen@mq.edu.au">terry.standen@mq.edu.au</a></td>
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<td>Please contact Terry Standen at <a href="mailto:terry.standen@mqc.edu.au">terry.standen@mqc.edu.au</a> to arrange a time.</td>
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| Credit points | 3 |

| Prerequisites |  |

| Corequisites |  |

| Co-badged status |  |

| Unit description | The unit provides an overview of major topics in organisational behaviour including: theories of organisations and their structure and function; the organisation as a socio-technical system and new forms of work organisation; organisational change; social processes and organisation communication; the politics of organisations; power, influence, negotiation; contractual relations between the individual and the organisation; organisational climate and culture; ethics, work and family/lifestyle issues; work motivation and loyalty to the organisation; and well-being in the workplace. |

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at [http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/](http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/)

## Learning Outcomes

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.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
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<tbody>
<tr>
<td>Mid Semester Class Quiz</td>
<td>10%</td>
<td>Week 4</td>
</tr>
<tr>
<td>Tutorial Presentations</td>
<td>20%</td>
<td>Week 6-12</td>
</tr>
<tr>
<td>Individual Reflective Essay</td>
<td>30%</td>
<td>Week 11</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
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</tbody>
</table>

Mid Semester Class Quiz

Due: **Week 4**
Weighting: **10%**

**Description**

- 40 Multiple Choice Questions
- Based on Topics 1 - 3
- Completed in Lecture in Week 4
- refer to the 'Assessment Guidelines' in iLearn for further details

**Extension**

- There is no supplementary quiz. If an application for Special Consideration is successful, the quiz mark will be based on the outcome of the Final Exam.
Special Consideration

- Applications for Special Consideration must be submitted in advance the quiz date unless there are exceptional circumstances

This Assessment Task relates to the following Learning Outcomes:
- 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.

Tutorial Presentations

Due: **Week 6-12**  
Weighting: **20%**

**Tutorial Group Presentations**

- Twenty minute presentations by small groups in the tutorial
- Based on selected Case Studies
- Each student in the group is expected to attend and contribute
- Refer to the ‘Assessment Guidelines’ in iLearn for further details

This Assessment Task relates to the following Learning Outcomes:
- Apply OB theory and practice to contemporary organisations through the analysis of case studies and a reflective essay.

Individual Reflective Essay

Due: **Week 11**  
Weighting: **30%**

**Length:** 2000 Words

Refer to the ‘Assessment Guidelines’ in iLearn for further details

**Submission**

A hard copy of the essay is to be submitted in your Tutorial in Week 11
A soft copy of the essay is to be submitted through iLearn and Turnitin by 11.30pm on Monday 22nd October (Week 11).

**Extension**

Special Considerations must be submitted in advance of the due date. Special Consideration will only be granted in exceptional circumstances as the essay topic is available to students from Week 1 of the course.

**Penalties**

Late submissions will be penalised by 10% for each day late up to five days. After five days zero marks will be recorded.

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This Assessment Task relates to the following Learning Outcomes:

- 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.

**Final Examination**

*Due: University Examination Period*

*Weighting: 40%*

**Description**

- 40 Multiple Choice Questions and two Essays
- Based on Topics 4 - 13
- refer to the ‘Assessment Guidelines’ in iLearn for further details

**Special Consideration**

- Applications for Special Consideration must be submitted in advance of the exam date unless there are exceptional circumstances.

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This Assessment Task relates to the following Learning Outcomes:

- 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.
Delivery and Resources

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 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


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.

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.

Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Textbook Chapter</th>
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http://unitguides.mq.edu.au/unit_offerings/15838/unit_guide/print
| 1 | Introduction to OB. | CH 1 |
| 2 | Individual Behaviour, Personality and Values | CH 2 |
| 3 | Perception and Learning in Organisations | CH 3 |
| 4 | **Mid Semester Test In Lecture**<br>Applied Performance Practices (Independent study by students) | CH 6 |
| 5 | Workplace Emotions, Attitudes and Stress | CH 4 |
| 6 | Foundations of Employee Motivation | CH 5 |
| 7 | Decision Making and Creativity | CH 7 |
| 8 | **Week 8 no lecture or tutorial** | |
| 9 | Team Dynamics | Ch 8 |
| 10 | Power and Influence in the Workplace | CH 10 |
| 11 | **Individual Essay due in Tutorial**<br>Conflict and Negotiation in the Workplace | CH 11 |
| 12 | Leadership in Organisational Settings and Organisational Culture | CH 12 & 14 |
| 13 | Organisational Change | CH 15 |

**Learning and Teaching Activities**

**Self study activities**

Weekly homework on case study

Weekly homework on case study

Self study activities
Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy  http://www.mq.edu.au/policy/docs/academic_honesty/policy.html
Special Consideration Policy  http://www.mq.edu.au/policy/docs/special_consideration/policy.html

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

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.

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

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

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

Special Consideration must be applied for in advance of the due date for the Assessment Item (Mid Semester Quiz, Presentation, Individual Essay, and Final Exam) unless there are exceptional circumstances.

Late Submissions
Late submissions will be penalised at the rate of 10% for each day late after the due date up to five days. After five days, zero marks will be awarded to the Assessment Item.

Student Support
Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: http://students.mq.edu.au/support/.

UniWISE provides:
• Online learning resources and academic skills workshops http://www.mq.edu.au/learning_skills/
• Personal assistance with your learning & study related questions.
• The Learning Help Desk is located in the Library foyer (level 2).
• Online and on-campus orientation events run by Mentors@Macquarie.

Student Enquiry Service
Details of these services can be accessed at http://www.student.mq.edu.au/ses/.

Equity Support
Students with a disability are encouraged to contact the Disability Support Unit who can provide appropriate help with any issues that arise during their studies.
**Graduate Capabilities**

**Creative and Innovative**

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

**Learning outcomes**

- 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.
- Analyse the development needs for an organisation.
- Develop the ability to enhance human capital through effective and sustainable OB practices.

**Commitment to Continuous Learning**

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:

**Learning outcomes**

- 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.
- Analyse the development needs for an organisation.
• Develop the ability to enhance human capital through effective and sustainable OB practices.
• Appreciate key learning and cognition theories and how they link and inform effective human resources development practices.

Engaged and Ethical Local and Global citizens
As local citizens our graduates will be aware of indigenous perspectives and of the nation’s historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

Learning outcomes
• 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.
• Analyse the development needs for an organisation.
• Develop the ability to enhance human capital through effective and sustainable OB practices.
• Appreciate key learning and cognition theories and how they link and inform effective human resources development practices.

Problem Solving and Research Capability
Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes
• Apply OB theory and practice to contemporary organisations through the analysis of case studies and a reflective essay.
• Analyse the development needs for an organisation.
• Develop the ability to enhance human capital through effective and sustainable OB practices.
Appreciate key learning and cognition theories and how they link and inform effective human resources development practices.

**Assessment tasks**
- Tutorial Presentations
- Individual Reflective Essay

**Effective Communication**

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

**Learning outcomes**
- 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.
- 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.
- Apply OB theory and practice to contemporary organisations through the analysis of case studies and a reflective essay.
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- Appreciate key learning and cognition theories and how they link and inform effective human resources development practices.

**Assessment tasks**
- Tutorial Presentations
- Individual Reflective Essay

**Socially and Environmentally Active and Responsible**

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.
This graduate capability is supported by:

**Learning outcomes**

- Analyse the development needs for an organisation.
- Develop the ability to enhance human capital through effective and sustainable OB practices.

**Discipline Specific Knowledge and Skills**

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

**Learning outcomes**

- 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.
- Apply OB theory and practice to contemporary organisations through the analysis of case studies and a reflective essay.
- Analyse the development needs for an organisation.
- Develop the ability to enhance human capital through effective and sustainable OB practices.
- Appreciate key learning and cognition theories and how they link and inform effective human resources development practices.

**Assessment tasks**

- Mid Semester Class Quiz
- Tutorial Presentations
- Individual Reflective Essay
- Final Examination

**Learning and teaching activities**

- Weekly homework on case study
Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systematically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

**Learning outcomes**

- 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.
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**Assessment tasks**

- Tutorial Presentations
- Individual Reflective Essay

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

**Learning outcomes**

- 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.

• Analyse the development needs for an organisation.
• Develop the ability to enhance human capital through effective and sustainable OB practices.

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.