



BUS 815

Behaviour in Organisations

S1 Evening 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

Erik Lundmark

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E4A451

Mondays 2.15-4.00 pm

Credit points

4

Prerequisites

BUS651 or MKTG696 or admission to MActPrac or MCom or MEc or MIntBus prior to 2011

Corequisites

Co-badged status

Unit description

This unit aims to significantly enhance student knowledge of the ways people behave in organisations and the skills required to effectively manage them. The body of knowledge is developed from the systematic study of individual, team and organisational characteristics for the purpose of helping organisations succeed. Topics addressed include individual differences, motivation, group dynamics, organisational politics, leadership, and organisational culture.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Appreciation of individual differences and attitudes, as well as knowledge of the importance of individual perception and learning

Appreciation of the importance of motivation in the workplace and methods of motivating

Appreciation of how groups and teams develop and are nurtured

Knowledge of theories of management and organisations (including theories relating to organisational structure, culture, power and leadership)

Appreciation of important trends in organisations and the way human activity is organised

Assessment Tasks

Name	Weighting	Due
1. Essay	35%	Beginning of Class W10
2. Group Assignment	25%	Week 5, 9 and mid-sem break
3. Final Examination	40%	Examination period

1. Essay

Due: **Beginning of Class W10**

Weighting: **35%**

An essay requires the systematic investigation of a topic and the development of a written argument. Essays assess cognitive and research skills. Essays are expected to develop coherent arguments, be founded on thorough research, and provide insight into the topic area.

The specific topic of the individual essay will be presented on iLearn.

This assignment should be submitted in hardcopy in class and in an electronic copy 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 iLearn website. 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>.

No extensions will be granted. Late tasks will be accepted up to 120 hours after the submission deadline. There will be a deduction of 10% from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

- Knowledge of theories of management and organisations (including theories relating to organisational structure, culture, power and leadership)
- Appreciation of important trends in organisations and the way human activity is organised

2. Group Assignment

Due: **Week 5, 9 and mid-sem break**

Weighting: **25%**

The students are responsible for forming groups of 4 people (if groups do not even up the lecturer of your class may change the composition of your group). Some time for forming groups will be provided in class but additional initiatives may be required on the students' part to assure team membership. The students should strive to create balanced groups with regards to gender, ethnicity and other characteristics.

The first task for the group is to agree on a group contract and to appoint a group leader who is responsible for the communication with the lecturer (and for submitting the group's work). The contract should outline the expectations and responsibilities of the group members. A copy of the group contract containing the full name, student number and signature of all group members must be submitted in class no later than week 4. Remember to keep copies of the contract for the group members. The group will have the possibility to make a peer assessment of the contribution of each member and the individual marks may be adjusted accordingly by the lecturer in charge.

The group assignment consists of 3 short written assignments, 2 short presentations in class as well as active participation as a group in discussions during lectures and tutorials in lecture 4 through 13. Group participation will be assessed based on the group's ability to:

- Contribute with relevant reflexions and comments
- Spur further discussions and interest in the topic
- Contribute creative and thought provoking comments and answers
- Provide relevant and accurate information related to the discussion
- Facilitate other students learning

The topic, focus and assessment criteria of your three essays will be presented in class and on iLearn.

Assignment 1 & 3 are to be presented orally by the groups in class (during the same session as the written parts are due). The presentations should be brief and to the point. Each group only has 5 minutes at their disposal. In order to convey your argument in 5 minutes your presentations should be well prepared and rehearsed. The group can let one two three or all members present. You will have no access to Powepoint, but may bring or use other visual aids provided that they do not require time to set up at the beginning of the presentation.

The written parts of this assignment should be submitted in hardcopy in class and in an electronic copy to the university's plagiarism checking software, Turnitin (part 2 can be submitted only in electronic form as due date is during mid-semester break). Title your document with your surname and student number, e.g., Smith20062007. Turnitin can be found on the subject's iLearn website. 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>.

No extensions will be granted. Late tasks will be accepted up to 120 hours after the submission deadline. There will be a deduction of 10% from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration

is made and approved. In addition, each individual group member must attend at least 6 of the group based sessions (week 4-13) in order to get the group mark for presentations and active participation in discussions.

On successful completion you will be able to:

- Knowledge of theories of management and organisations (including theories relating to organisational structure, culture, power and leadership)

3. Final Examination

Due: **Examination period**

Weighting: **40%**

The final examination is designed to assess the students' body of knowledge and critical thinking skills. The examination consists of questions requiring written responses. These questions require some elaboration and explanations of how concepts can be applied in practice. The exam is of three (3) hours duration and will be held in the examination period. The exam examines the range of topics covered in the lectures and readings.

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you should consider applying for Special Consideration. 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.

On successful completion you will be able to:

- Appreciation of individual differences and attitudes, as well as knowledge of the importance of individual perception and learning
- Appreciation of the importance of motivation in the workplace and methods of motivating
- Appreciation of how groups and teams develop and are nurtured
- Knowledge of theories of management and organisations (including theories relating to organisational structure, culture, power and leadership)
- Appreciation of important trends in organisations and the way human activity is organised

Delivery and Resources

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: <https://timetables.mq.edu.au>.
- Students should attend lectures and tutorials. Attendance will be taken. You must attend at least 6 of the group based sessions (week 6-13) in order to get the group mark for presentations and active participation in discussions. 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 components.

Required and Recommended Texts and/or Materials

Textbook

Prescribed texts:

- Bolman, L.G. & Deal, T.E. (2013). Reframing Organizations - Artistry, Choice and Leadership (5th Ed). San Francisco, CA: Jossey-Bass. ISBN 978-1-448-55738-9 **OR**
- Bolman, L.G. & Deal, T.E. (2008). Reframing Organizations - Artistry, Choice and Leadership (4th Ed). San Francisco, CA: Jossey-Bass. ISBN 978-0-7879-8798-5.
- Prescribed unit materials: students will be directed to readings on iLearn.

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 texts provided through iLearn.

Technology Used and Required

Technology used: iLearn (<https://ilearn.mq.edu.au>) and Macquarie University email

Unit Web Page

- Course material is available on the learning management system (iLearn)
- The web page for this unit can be found at: <https://ilearn.mq.edu.au>. Please check this site each week for lecture slides, tasks readings and other important information.

Teaching and Learning Activities

- This unit is taught using lectures and a combination of student presentations, video presentations,

exercises and discussions.

- Students are expected to read prescribed text chapters before lectures, attend lectures, join in discussions and complete all assessments. Reflection is crucial to integrating unit material.

Therefore active participation in discussions and exercises is of outmost importance not only to the participating student but to the whole class.

Changes since the Last Offering of this Unit

The new edition of the textbook replaces the previous edition. However, the similarities between the editions are much greater than the differences. Although the most recent edition is recommended, corresponding readings are specified for the older edition in the course materials.

Unit Schedule

Week	Week Begins	Lecture Topic
1	3 March	Introduction to Organisational Behaviour
2	10 March	Individual Characteristics and Personality
3	17 March	Foundations of Organisation, Structure and Communication
4	24 March	Perspectives and Frames
5	31 March	Perception and Bounded Rationality
6	7 April	Motivation
		MID-SEMESTER BREAK
7	28 April	Teams and Groups
8	5 May	Organisational Politics
9	12 May	Culture and Symbols
10	19 May	Decision Making and Leadership

11	26 May	Reframing Organisations in Practice
12	2 June	Subject Review
13	9 June	Public Holiday 9/6 Queen's Birthday (open Thursday class)

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://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

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

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)

- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Appreciation of individual differences and attitudes, as well as knowledge of the importance of individual perception and learning
- Appreciation of the importance of motivation in the workplace and methods of motivating
- Appreciation of how groups and teams develop and are nurtured
- Knowledge of theories of management and organisations (including theories relating to organisational structure, culture, power and leadership)
- Appreciation of important trends in organisations and the way human activity is organised

Assessment tasks

- 1. Essay
- 2. Group Assignment
- 3. Final Examination

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience,

of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Appreciation of individual differences and attitudes, as well as knowledge of the importance of individual perception and learning
- Appreciation of the importance of motivation in the workplace and methods of motivating
- Appreciation of how groups and teams develop and are nurtured
- Knowledge of theories of management and organisations (including theories relating to organisational structure, culture, power and leadership)
- Appreciation of important trends in organisations and the way human activity is organised

Assessment tasks

- 1. Essay
- 2. Group Assignment
- 3. Final Examination

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Appreciation of individual differences and attitudes, as well as knowledge of the importance of individual perception and learning
- Appreciation of the importance of motivation in the workplace and methods of motivating
- Appreciation of how groups and teams develop and are nurtured
- Knowledge of theories of management and organisations (including theories relating to organisational structure, culture, power and leadership)
- Appreciation of important trends in organisations and the way human activity is organised

Assessment tasks

- 1. Essay
- 2. Group Assignment
- 3. Final Examination

Research and Practice

In addition to the textbook the following external sources are prescribed readings:

Clegg, S., Kornberger, M., & Pitsis, T. (2011). *Managing and Organizations* (3rd Ed.). London, England: Sage Publications. pp. 88-107
George, J. M. & Jones, G. R. (2012) *Understanding and Managing Organizational Behavior* (6th Ed. International). Harlow, England: Pearson Education Limited. pp.125-142
Robbins, S. P., Judge, T. A., Millet, B., & Boyle, M. (2011). *Organisational Behaviour* (6th Ed.). Frenchs Forest, NSW: Pearson Australia. pp. 84-98
Schermerhorn, J., Hunt, J., Osborn, R. (2012). *Organizational Behavior* (12th Ed.). Hoboken, NJ: Wiley. pp. 102-116

Furthermore, relevant journal articles and other academic texts constitute an essential part of the individual assignment. There is no set list of texts rather the assignment should be supported by texts relevant to each student's individual arguments. These texts should be identified through searches in data bases and journals.