



MGSM870

Organisational Behaviour

Term 1 North Ryde 2018

MGSM Degree Programs

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Disclaimer

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General Information

Unit convenor and teaching staff
Lecturer - Tuesday evening class
Associate Professor Denise Jepsen
denise.jepsen@mq.edu.au

Lecturer - Tuesday evening class
Kate Booth
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Lecturer - Wednesday afternoon class
Andrew Mikhail
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Credit points
4

Prerequisites
Admission to MBA or MMgmt or PGDipMgt or GradDipMgt or PGCertMgt or GradCertMgt or MSusDev or MSocEntre

Corequisites

Co-badged status

Unit description
Organisational Behaviour (OB) is a multi-disciplinary field that uses insights from psychology, anthropology, philosophy and sociology to study human behaviour in organisational settings. In this unit, students critically examine insights into human behaviour to better manage and improve organisational performance and capability, with an emphasis on ethical management and a global mindset. The unit covers the micro perspectives of OB (such as individual foundations, perceptions, attitudes and motivation); meso (such as groups, communication and team dynamics); and macro (such as organisational culture, change, power and leadership), as well as ethics and Corporate Social Responsibility (CSR).

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:

By the end of the unit the students will be able to critically reflect on and practically apply: the theoretical frameworks and research findings about human behaviour within organisations

By the end of the unit the students will be able to critically reflect on and practically apply: micro, meso, and macro perspectives on organisational problems and phenomena

By the end of the unit the students will be able to critically reflect on and practically apply: contingent perspectives of theoretical frameworks in exploring organisational problems and phenomena

By the end of the unit the students will be able to critically reflect on and practically apply: the critical importance of people management and leadership to the efficient and effective operation of organisations

By the end of the unit the students will be able to critically reflect on and practically apply: organisational behaviour principles and theories within their own work experiences for managing and leading people and organisations successfully

By the end of the unit the students will be able to critically reflect on and practically apply: OB theories and their applications from cross cultural and ethical perspectives in developing their knowledge of leadership and management

in order to enhance their ability to: lead others (individuals, teams, organisations and self (Leadership)

in order to enhance their ability to: understand and influence people with views unlike one's own (Global mindset)

in order to enhance their ability to: engage in responsible, ethical and environmentally sustainable employment, leadership and organisations (Citizenship)

in order to enhance their ability to: understand, motivate and engage employees to increase social and financial sustainability (Sustainable value)

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Individual mid-term exam</u>	20%	No	Session 6 start of class
<u>Group report</u>	30%	No	Session 10 end of class
<u>Final examination</u>	50%	No	MGSM Term 1 exam week

Individual mid-term exam

Due: **Session 6 start of class**

Weighting: **20%**

Duration: 1 hour plus 5 minutes reading time

Format: Closed book test

Due: Scheduled at the start of class for session 6 (week commencing 12 February 2018)

The in-class test, held under exam conditions during the class session, will include the material covered in sessions 1–5. Students will attempt 20 multiple-choice questions and 2 short-answer questions. Books, notes, non-programmable calculator, notebook computers, iPads, tablets, PDAs and similar are not allowed.

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Group report

Due: **Session 10 end of class**

Weighting: **30%**

Length: 2000 words max per individual member of the group

Due: In both hard copy and soft copy by the end of session 10 of class.

Assignment rationale

You will be a member of a syndicate group that undertakes an assignment as team. You will collectively select an organisation bearing in mind a critical OB issue(s) affecting the performance of this organisation i.e. its effectiveness or efficiency. The issue may be something positive in or outside the organisation, or else it maybe something negative. Your job as individuals and as a team is to undertake a comprehensive analysis of the issue(s) utilising knowledge and skills developed from MGSM870 i.e. by applying topics from the unit.

The purpose of the assignment is to enable you to:

- undertake independent research
- apply topics from the unit
- communicate the findings of a formal piece of work and enhance written communication skills

Each individual member within their allocated group must contribute a maximum of 2000 words to the group report. Each member of their group must clearly identify which element of the group assignment is their individual contribution by putting their names in brackets next to your section heading. Assessment of individual performance within this group assessment will be based on the identified individual contributions, and will constitute half of the total assessment weighting for this assessment (subject to the final decision of the lecturer).

Assessment criteria

- ability to interpret and analyse the organisation's situation
- ability to apply unit knowledge (i.e. theories, models, concepts, etc.) to analyse the company
- thoroughness of research undertaken, extent of reading, collection of relevant data, etc.
- ability to logically arrange and present the materials
- full acknowledgment of sources consulted, references used etc. including the bibliography
- written presentation to an acceptable postgraduate standard

Guide to the assignment

This assessment task is to gauge how well you can apply 4-5 relevant topics/concepts from the unit to a 'real-life' organisation. What you need to do early on is to select an organisation - either

domestic or international - for detailed analysis. The organisation may be of any size and it is likely that data availability will vary with size and international recognition.

What I am trying to get at in this task is how well you understand the ideas presented in this unit and how well you can articulate this knowledge by **applying** it to an actual situation. The emphasis is on understanding, rather than presentation. You are not describing, but **analysing** situations/behaviour. **Assignments that are excessively descriptive or make excessive use of point-form, will not achieve a very high grade.** *Basic issues to be addressed **MIGHT** include (in no particular order):*

- Brief **overview** of the organisation
- **Are employees satisfied and/or motivated? WHY/WHY NOT?**
- Is the organisation **well led?** WHY/WHY NOT?
- Does the organisation demonstrate effective **communication?** HOW does/ doesn't it demonstrate this?
- Is the organisation's **structure** conducive to **learning and sharing?**
- Who has **power** in the organisation and is it effectively used? HOW/WHY?
- Is the organisation **structured** for success?
- Is the organisation's **culture** conducive to it being a "great place to work"? HOW/WHY?
What role do **leaders** play in organisational culture? Is the culture strong or weak? HOW/WHY?
- How has the organisation dealt with **change?** Why did/does it need to change and how has/will this been managed?

Not all of these issues will be relevant for every organisation. Notice that I emphasise **HOW & WHY issues** because if you do this, then you will be **analytical**, rather than descriptive. Students are required to use their initiative in what issue they address, and what issues they ignore.

Submission details

Groups are to submit **1 x soft-copy** and **1 x hard-copy** of their group report on the due date as listed in the box above. The soft-copy submission will be submitted to Turnitin via the MGSM iLearn portal (only one member of each group needs to do this), a program used to ensure the originality of the work undertaken by the submitter. The hard-copy submission will be used for marking purposes by the lecturer. The hard-copy submission should be single sided and stapled at the top left-hand corner only.

Formatting instructions

The assignment should be in **12pt font size with 1.5 or double spacing**. Each page of the assignment should have at least 3cm margins from the left and right edges and top and bottom of the page. The actual word length of the document, not including references or executive summary should be clearly stated on the title page of the assignment. The group assignment should have the 'MGSM group assignment cover sheet' at the start of the paper.

The assignment should have the following structure:

1. **For the hard copy version only**, an **MGSM cover page** with all group members names, student numbers, and signatures are required and needs to be attached to the very front of the assignment. The MGSM cover page will be made available on the class iLearn page. Please do not put this MGSM cover page on the soft copy version of the group project.
2. A **title page** with all student names and student numbers, word count of the text.
3. A one page (single-spaced) **executive summary** that outlines the assignment's structure, the organisations studied (as appropriate), the key issues according to the group, how the group has demonstrated analysis, what the group has found, and recommendations, lessons, insights as appropriate.
4. **Body of the assignment** with appropriate headings and citations.
5. **Reference list**.
6. **Appendices** as appropriate.

Extensions and penalties

No extensions will be granted. There will be a deduction of 10% of the total available marks made 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 disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

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OB theories and their applications from cross cultural and ethical perspectives in developing their knowledge of leadership and management

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Final examination

Due: **MGSM Term 1 exam week**

Weighting: **50%**

Duration: 3 hours plus 10 minutes reading time

Format: Open book final examination

Date: MGSM Term 1 exam week: 19-24 March 2018

You are expected to present yourself for examination at the time and place designated in the MGSM examination timetable. The timetable will be available on 30 January 2018

at <https://students.mgsm.edu.au/sydney-students/units/exams/>

The final examination will be **open book** and concern all content from unit materials, as well as exercise and group discussions. The specific format of the exam will be explained in the last class of the term. You can use books, notes and a non-programmable calculator. Notebook computers, iPads, tablets, PDAs and similar are not allowed.

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Delivery and Resources

Required text

McShane, S., Olekalns, M. & Travaglione, T. (2015). Organisational Behaviour: Emerging Knowledge, Global Insights with Connect access, 5th Edition. McGraw-Hill. ISBN: 9781743761977

Where to purchase textbook?

The Coop Bookshop: The Coop Bookshop is our main retailer for textbooks and other related academic material. For information on textbook prices and online ordering, please refer to The Co-Op Bookshop webpage at <http://www.coop.com.au>

McGraw Hill Education Australia – Online store: This textbook is also available for order via the publisher's online store. For information on textbook prices and online ordering, please refer to the McGraw Hill Education Australia online store at <http://www.mheducation.com.au/9781743761977-aus-pack-organisational-behaviour-emerging-knowledge-global-insights>.

Disclaimer: MGSM does not take responsibility for the stock levels of required textbooks from preferred retail outlets and other book retailers. While we advise our preferred book retail outlet, The Co-op Bookshop, of our maximum expected number of students purchasing specific required text each term, The Co-op Bookshop and other book retailers will make their own judgement in regard to their physical holding stock levels. To prevent disappointment if a textbook is out-of-stock, we highly advise students to order their textbooks as early as possible, or if the required textbook is currently out-of-stock, place an order with the book retailer as soon as possible so that these book retailers can monitor demand and supply, and adjust their stock orders accordingly.

Lecture powerpoints

Copies of the overheads of lectures will be provided at each class. These overheads form a guide to the major issues of the course and will be an important guide to the content of the final examination. Given the interactive nature of the class it is not always possible, nor desirable, to discuss every overhead during lectures. However, the overheads reflect the domain of the course and as such all overheads, including those not presented in class, are important when reviewing course material for assignments and examination.

MGSM iLearn

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MGSM>

Technology

Access to a personal computer is required to access resources and learning material from iLearn.

Unit Schedule

The **TUESDAY class** for 2018 Term 1 is scheduled every Tuesday evening from 6pm to 10pm, starting from 9 January 2018 and finishing on the 13 March 2018.

The **WEDNESDAY class** for 2018 Term 1 is scheduled every Wednesday afternoon from 2pm to 6pm, starting from 10 January 2018 and finishing on the 14 March 2018.

Students are required to attend all classes for the class they are enrolled in. Students must only attend the class they are enrolled in as reflected in their e-Student account.

This unit will be presented over 10 sessions as follows:

Session	Topics and allocated case study/textbook chapter
1	Introduction to organisational behaviour Textbook chapter: 1
2	Personality, values, and attitudes Case study: The Treadway Tire Company Textbook chapters: 2, 3 and 4
3	Motivation Case study: Barbara Norris: Leading Change in the General Surgery Unit Textbook chapter: 5 & 6
4	Communication Case study: Hindustan Petroleum Corporation Ltd Textbook chapter: 9

Session	Topics and allocated case study/textbook chapter
5	Power and influence Case study: Who's in charge? The Jim Davis Case Textbook chapter: 10
6	Leadership Case study: GE's Two Decade Transformation Textbook chapter: 12
7	Structure Case study: Mercedes Benz and Swatch Textbook chapter: 13
8	Culture Case study: Zappos.com 2009 Textbook chapter: 14
9	Change Case study: Pierre Frankel in Moscow Textbook chapter: 15
10	Career; Overview and exam preparation Group report submission
	Final exam week: 19 - 24 March 2018

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)

- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct>

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au.

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://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

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

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- By the end of the unit the students will be able to critically reflect on and practically apply: the theoretical frameworks and research findings about human behaviour within organisations
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- By the end of the unit the students will be able to critically reflect on and practically apply: OB theories and their applications from cross cultural and ethical perspectives in developing their knowledge of leadership and management
- in order to enhance their ability to: lead others (individuals, teams, organisations and self (Leadership)
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- in order to enhance their ability to: engage in responsible, ethical and environmentally sustainable employment, leadership and organisations (Citizenship)
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Assessment tasks

- Individual mid-term exam
- Group report
- Final examination

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

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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:

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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:

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PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

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Assessment tasks

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PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

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- Final examination

Changes from Previous Offering

Assessment tasks: The individual component assessment task have been modified from a written assignment to an individual mid-term exam worth 20%. The group component assessment task has been modified where assessment weighting has decreased from 40% to 30%. Also, a minimum of 50% of the assessment weight of a the group work task has been allocated to individual performance as per Macquarie University assessment policy.

Unit schedule: Minor adjustment of topics for some sessions, as well as the order they are presented in. Some cases and readings have also been changed or removed.

Alignment of this unit with MGSM's mission-driven attributes

- **Leadership:** The unit focuses on the study of human behaviour within organisations in order to enhance the management and leadership of people.
- **Global mindset:** The unit develops a global mindset by looking at different personalities, attitudes and perception, and confronting with prejudice and biases. It covers global mindset perspectives and a contingent understanding of culture in the application of OB theories and frameworks.
- **Citizenship:** The unit stresses the “human” side of organisations and seeks to enhance leadership capacities to allow contribution as good citizens to the community. The unit covers the enhancement of organisational citizenship as well as corporate social responsibility and the community.
- **Creating sustainable value:** Organisations’ most valuable assets are their people. The unit develops an understanding of people in organisations, what motivates them and creates engagement and commitment, allowing organisations to enhance their

sustainability.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at <https://students.mgsm.edu.au/handbook>.

Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.