



MGSM870

Organisational Behaviour

Term 3 North Ryde 2019

Department of Management

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	3
<u>General Assessment Information</u>	3
<u>Assessment Tasks</u>	4
<u>Delivery and Resources</u>	9
<u>Unit Schedule</u>	10
<u>Policies and Procedures</u>	12
<u>Graduate Capabilities</u>	13
<u>Changes from Previous Offering</u>	20
<u>Alignment of this unit with MGSM's mission-driven attributes</u>	20
<u>Attendance Policy (MGSM)</u>	21
<u>Content Disclaimer</u>	21
<u>Changes since First Published</u>	21

Disclaimer

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General Information

Unit convenor and teaching staff
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Lecturer - Thursday evening class
Professor Richard Badham
richard.badham@mq.edu.au
Contact via - Please Cc: Kate Booth in all emails to Professor Richard Badham

Lecturer - Tuesday afternoon class
Dr Andrew Heys
andrew.heys@mq.edu.au

Credit points
4

Prerequisites
Admission to MBA or MMgmt or PGDipMgt or GradDipMgt 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)

General Assessment Information

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 special consideration is made and approved. No submission will be accepted after solutions have been posted.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>In-Class Quiz</u>	10%	No	Week 4 in class
<u>Group presentation</u>	20%	No	To be announced in week 2
<u>Group report</u>	20%	No	5pm, Mon 9 Sept 2019
<u>Final examination</u>	50%	No	Exam week: 2 - 7 Sept 2019

In-Class Quiz

Due: **Week 4 in class**

Weighting: **10%**

This multiple choice quiz will be a closed book examination worth 10% of the overall mark. Students will sit the quiz in class, during the lecture time, in Week 4. The content will be drawn from lectures in weeks 1, 2, and 3.

Students are to bring a pencil, eraser, and sharpener.

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- 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: understand, motivate and engage employees to increase social and financial sustainability (Sustainable value)

Group presentation

Due: To be announced in week 2

Weighting: 20%

Duration: Up to 15 minutes

Format: Group presentation

Due: During class – specific dates and topics for each group will be announced in week 2 after groups are formed by students during week 1.

Weighting: 20% (based on class-assessment with lecturer overview)

Further assessment criteria will be made available in iLearn.

On successful completion you will be able to:

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- 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)

Group report

Due: **5pm, Mon 9 Sept 2019**

Weighting: **20%**

Length: Up to 2,000 words maximum (word count does not include reference list or appendices)

The written assignment should outline and critically analyse the group's findings from their research on the topic allocated. It must demonstrate an ability to apply the relevant OB concepts. The assignment should flow in terms of its presentation of information, with sentences and paragraphs appropriately structured and logically linked to each other.

Submission details

One student from each group will submit a soft-copy of this assessment on behalf of their syndicate group in iLearn. Further instructions on how to do this will be provided to students via iLearn. No hard-copy is needed to be submitted.

Assessment of written assignment

The assignment will be assessed in terms of the -:

1. Quality of the analysis of the topic and analysis of examples (*as appropriate to the question*)
2. Extent and appropriate use of relevant academic and popular literature
3. Quality of lessons, insights and/or recommendations made (*as appropriate to the question*)
4. Linkage of ideas presented throughout the paper
5. Readability of the paper in terms of flow of ideas from paragraph to paragraph
6. Use of appropriate sentence structure, grammar, and expression
7. Correctness of spelling and punctuation
8. Overall appearance – all formatting instructions being adhered to
9. Appropriate use APA referencing and appropriate use of quotations
10. Adherence to length requirement (and having indicated word length).

Each of the above criteria will be judged as Below Satisfactory – Satisfactory – Above Satisfactory – Excellent.

A PASS grade will generally require a rating of satisfactory for each criterion.

A CREDIT grade will generally require a rating of above satisfactory for most of criteria 1-6.

A DISTINCTION grade will generally require a rating of excellent for most of criteria 1-6.

HIGH DISTINCTION grade will generally be allocated for ratings of excellent for criteria 1-6.

Assessment of your contribution to the group report

Assessment of group work (report) will be based on each group member's rating of the contribution of other members of the group (in an anonymous survey) and this will influence the group mark awarded to each member of the group for the presentation and group report.

Details of the group assessments will be discussed in class at the first lecture.

Formatting instructions

The assignment should be in 12 point Times Roman font with 1½ line spacing. Each page of the report should be numbered and have at least 3cm margins from the left and right edges and top and bottom of the page. Word count is strictly enforced. The actual word length of the document, not including references or executive summary should be clearly stated on the title page of the report.

The written assignment should have the following structure -:

1. A title page with the question, word count of the text, all student names and student numbers, and the exact contribution of each member (section and percentage contribution).
2. Body of the report structured with paragraphs and with appropriate headings and citations, with page numbers.
3. Complete reference list of material cited in the text
4. Appendices as appropriate

Referencing

The preferred referencing style is the American Psychological Association (APA) 6th edition style. This means that when referring to an article or book etc, you indicate the author's name followed by the year of publication (Jones, 1989). For multiple authors include all names (Jones, Smith, & Wilson, 1990). If you use a direct quote put the quoted words in "quotation marks" and include the page number with the reference (Jones, 1989, p. 76). A reference list should be presented in alphabetical order at the end of the paper. Further information on APA style is available at

<http://libguides.mq.edu.au/content.php?pid=85232&sid=634282>

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- micro, meso, and macro perspectives on organisational problems and phenomena
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Final examination

Due: **Exam week: 2 - 7 Sept 2019**

Weighting: **50%**

Duration: 3 hours plus 10 minutes reading time

Format: Open book final examination

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 10 July 2019 at <https://students.mgsm.edu.au/sydney-students/units/exams/>

The final examination will be **open book** and cover content from the unit materials, lectures, exercises 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

Case study format

Teaching in this unit will be based around a new Australian case study, set in technology company M-Tech (a pseudonym). Drawing on three years of ethnographic doctoral research conducted in partnership with MGSM, the case study profiles M-Tech as it faces a range of people and culture challenges shared by many contemporary organisations. We will work through real-life examples of issues encountered by managers at different levels in the company and across its diverse subsidiaries, to bring the concepts of organisational behaviour to life. Students will analyse the case in light of the core concepts covered in class and associated readings, providing advice on alternative framing of the situations, identifying possible courses of action, and engaging in critical discussion of the issues raised.

Required text

McShane, S., Olekalns, M., Newman, A. & Travaglione, T., *Organisational Behaviour Emerging Knowledge Global Insights with Connect access*, 6th Edition, McGraw-Hill, 2018, ISBN: 9781760423391

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 <https://www.mheducation.com.au/9781760423391-aus-pack-organisational-behaviour-6e-includes-connect-learnsmart>.

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.

Technology

Access to a personal computer and internet connection is required to access learning material/resources online on Macquarie University's online learning management system called iLearn.

MGSM iLearn

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

Lecture slides

Lecture slides will be provided to students only in soft-copy format via the class iLearn page.

Unit Schedule

Students are required to attend all classes. Please only attend the class you are enrolled in as reflected in your e-Student account. (*The proposed program might be subject to some minor changes as the term progresses (TBA)*).

Class sessions are scheduled from:

Tuesday afternoon class - 1pm to 5pm of every Tuesday starting from 25 June 2019 (session 1) until 27 August 2019 (session 10) - **Please note the following class schedule adjustment as per MGSM timetable:** July 2 & 16 only class times 09:00-13:00, no class Tues 23 July - makeup class Fri 26 July 6pm-10pm

OR

Thursday evening class - 6pm to 10pm of every Thursday starting from 27 June 2019 (session 1) until 29 August 2019 (session 10).

Final exam week: 2 - 7 September 2019 (The exam timetable will be available on 10 July 2019 at <https://students.mgsm.edu.au/sydney-students/units/exams/>)

Session	Topic and allocated readings
<i>(Please note that the program is listed in order of the topics to be covered, and not lecture time- slots. Consequently, some topics may run over the class period, whereas others will be shorter than the class period.)</i>	
1	<p>Introduction to organisational behaviour</p> <p>Textbook chapters: 1 and 7</p>
2	<p>Foundations of individual behaviour - personality, environment, and perception</p> <p>Textbook chapters: 2, 3 and 4</p>
3	<p>Motivation in organisations</p> <p>Textbook chapters: 5 and 6</p>
4	<p>Communication in organisations</p> <p>***The in-class quiz will precede the lecture</p> <p>Textbook chapter: 9</p>
5	<p>Dynamics of effective teams</p> <p>Textbook chapter: 8</p>
6	<p>Power, influence, and conflict</p> <p>Textbook chapters: 10 and 11</p>
7	<p>Leadership and its development</p> <p>Textbook chapter: 12</p>

Session	Topic and allocated readings
8	<p>Organisational structure and design</p> <p>Textbook chapter: 13</p>
9	<p>Organisational culture</p> <p>Textbook chapter: 14</p>
10	<p>Organisational change</p> <p>Textbook chapter: 15</p>

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 \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

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 published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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

If you are a Global MBA student contact globalmba.support@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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Assessment tasks

- Group presentation
- 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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Assessment tasks

- In-Class Quiz
- Group presentation
- Group report
- 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

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Assessment tasks

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- Group presentation
- Group report

- 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

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Assessment tasks

- Group presentation
- Group report
- Final examination

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

- Group presentation
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- Final examination

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

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
- 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

- Group presentation
- Group report
- Final examination

Changes from Previous Offering

Assessment tasks: Assessment by examination is now split between two tasks - a quiz to be completed in class in week 4 (closed book, multiple choice questions, worth 10%), and a final examination at the end of term, worth 50%. The group presentations (20%) are to be given during class time. The group report (20%) is due at the end of the examination period on 9 September 2019 by 5pm; students may submit their reports any time before that day.

Delivery and resources: A new edition of the textbook is now available:

McShane, S., Olekalns, M., Newman, A. & Travaglione, T., *Organisational Behaviour Emerging Knowledge Global Insights with Connect access*, 6th Edition, McGraw-Hill, 2018, ISBN: 978176042339

Unit schedule: Minor adjustment of topics for some sessions, as well as the order in which they are presented. The topic 'Managing conflict' has been added to the 'Power and Influence' topic. The large topics of organisational structure and organisational culture are now split across two weeks. The 'Corporate Social Responsibility' topic is now incorporated as a theme into each week's learning, rather than having its own standalone lecture. 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.

Changes since First Published

Date	Description
19/06/2019	Class schedule adjustment as per MGSM timetable has been added to the unit schedule section of the unit guide. Class schedule adjustment indicates the following: July 2 & 16 only class times 09:00-13:00, no class Tues 23 July - makeup class Fri 26 July 6pm-10pm.
05/06/2019	Kate Booth's email address has now been updated to her staff email address as she has just gotten this activated.

Date	Description
03/ 06/ 2019	Updates made in Staff Contacts section to reflect the lecturer teaching the Tuesday and Thursday class. Also included a note asking students who are emailing Richard to also include Kate in all email correspondence. Update made to Extensions and penalties details in the General Assessment Information section. Removed reference to "disruption to studies" and replaced it with "special consideration". Updated McGraw Hill Education Australia – Online store details under Delivery and Resources section to reflect the online link to the actual textbook. Update to Unit Schedule section format made to clean up information.