



MGSM870

Organisational Behaviour

MGSM Term 4 City 2019

Department of Management

Contents

| | |
|--|----|
| <u>General Information</u> | 2 |
| <u>Learning Outcomes</u> | 2 |
| <u>Assessment Tasks</u> | 3 |
| <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> | 17 |
| <u>Alignment of this unit with MGSM's mission-</u> <u>driven attributes</u> | 18 |
| <u>Attendance Policy (MGSM)</u> | 18 |
| <u>Content Disclaimer</u> | 18 |
| <u>Changes since First Published</u> | 19 |

Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

General Information

| |
|---|
| Unit convenor and teaching staff Lecturer Paul Nesbit paul.nesbit@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:

Students will be able to critically reflect on and apply Organisational Behaviour (OB) theoretical frameworks and research findings to organisational problems and phenomena related to human behaviour within organisations

Students will be able to critically reflect on and practically apply contingent perspectives of OB theoretical frameworks in exploring organisational problems and phenomena

Students will be able to critically reflect on and practically apply OB principles and

theories within their own work experiences for managing and leading people and organisations successfully

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

Students will be able to understand and lead people with views unlike their own (Global mindset)

Assessment Tasks

| Name | Weighting | Hurdle | Due |
|---------------------------|-----------|--------|----------------------------------|
| <u>Group presentation</u> | 20% | No | Starting session 7 of class |
| <u>Group report</u> | 20% | No | 5pm Monday 25th November |
| <u>Final exam</u> | 60% | No | Exam week: 25 - 30 November 2019 |

Group presentation

Due: **Starting session 7 of class**

Weighting: **20%**

Format: Class presentation

Duration: Up to 25 minutes (strictly enforced)

Groups of students are required to carry out a presentation in class and to prepare a written report on an assigned topic. At the time of writing the number of groups has yet to be determined. Final class numbers will determine the number of groups and topics assigned. Time will be made available in the first class for the allocation of groups and for initial assignment discussion.

All presentation questions will relate to the topics and/or key themes of the subject. Typically, the questions ask students to reflect on a practical application of a topic/theme using their own experiences in organisations. This reflection will need to be supported by reference to the theoretical material provided in the course and from the group member's proactive research and reading.

The presentation should highlight and summarise the major issues of the topic assigned and present insights in an engaging and informative way. The presentation must be presented as a PowerPoint presentation and is designed to share information and stimulate engagement on the topic with the rest of the class. There will be additional time made available for questions and discussion after the presentation. Note that asking questions is the responsibility of the audience.

The presentation should adhere to the following presentation guidelines.

15 slides maximum in 25 minutes – The first slide should be an introduction to the team with a

*photo of the team members (either collective or separate photos). Slide 2 should outline the specific question given to the group. **Note** that if Youtube videos are used (no more than 1 video is allowed) it should be embedded into the slides rather than requiring a separate program. It is strongly preferred that there is no use of any Youtube videos. If a role-play is used it should be limited to no more than 3 minutes of the total presentation time.*

It is expected that at least three members of the group will present (although all members are encouraged to present). Groups will have a maximum of 25 minutes for the presentation (time will be strictly enforced).

It is the responsibility of the group to ensure that their presentation file (PowerPoint file) is loaded onto the classroom computer prior to their presentation.

Submission details:

One member of each group will submit, on behalf of their group, a soft-copy of the group's PowerPoint presentation (.pptx files only) to the Turnitin link in the class iLearn page. Submission date and time of the group's PowerPoint presentation in iLearn will be discussed and finalised by your lecturer in class.

Assessment of presentations

The weighting of this assessment is based on class-assessment with lecturer overview.

Overall assessment of presentations will be based on a group mark component (50%) and an individual mark component (50%). The group mark component is a mark awarded to the group and is based on an evaluation of the content and delivery of the presentation. Information about the process and criteria for evaluation of presentations will be provided by the lecturer in the first class.

The individual mark component of the presentation assignment will be based on group member's rating of the contribution of other members of the group (in an anonymous survey). If others in your group rate you as having made a satisfactory contribution (relatively equal contribution) this will equate to you receiving the group mark. A rating of having made less than a satisfactory contribution may result in individual deductions up to 50% of the obtained group's mark. It will also be possible to judge a group member as having made an exceptional contribution and this will lead to consideration of additional marks to the final subject's mark. All group member assessments of individual contribution will be reviewed and considered by the lecturer in determining the final presentation assessment.

Rating of "satisfactory contribution" to the presentation

Satisfactory contribution means that a member of the group contributed to the data gathering, overall analysis and conclusions, and to the effort of developing the presentation, as well as was being supportive and encouraging of others in the group.

Rating of "less than satisfactory contribution" to the presentation

Less than satisfactory contribution means the person did not carry out his or her share of the activity required for the presentation. This may be represented by non-attendance at agreed group meetings, lack of interaction and engagement in the group's discussions, failure to do as

he/she was expected to do, limited or poor responding to emails, dominance in his/her opinion, failing to show respect in listening to others, and/or a general lack of willingness to work within the agreed consensus approach to the topic (allowing for voicing of different perspectives in planning and analysis stages of the group's interactions).

Rating of “exceptional contribution”

It will also be possible to judge a group member as having made an exceptional contribution and this will lead to consideration of additional marks to the final subject's mark. No more than two people in a group can be awarded this exceptional contribution mark and this nomination must come from at least two other people in the group. Exceptional contribution means that a person has exhibited leadership of the group but not dominance. Exceptional contribution would highlight a highly energised and engaged person who other group members feel was a powerful positive influence on the group both in terms of presentation task and the collaborative and social dynamics of the group.

Details of the within-group assessment process for the presentation will be discussed in class on the first night.

No extensions will be granted.

On successful completion you will be able to:

- Students will be able to critically reflect on and apply Organisational Behaviour (OB) theoretical frameworks and research findings to organisational problems and phenomena related to human behaviour within organisations
- Students will be able to critically reflect on and practically apply contingent perspectives of OB theoretical frameworks in exploring organisational problems and phenomena
- Students will be able to critically reflect on and practically apply OB principles and theories within their own work experiences for managing and leading people and organisations successfully
- 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
- Students will be able to understand and lead people with views unlike their own (Global mindset)

Group report

Due: 5pm Monday 25th November

Weighting: 20%

Format: Report

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 of the topic. It must demonstrate analysis of the issue and not simply be a verbatim report of the presentation or simply a summary of the literature or description only of the issue. 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 group in the class iLearn page. Further details can be found on the class iLearn page. 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 (as appropriate to the question)
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 the flow of ideas from paragraph to paragraph
6. Use of appropriate sentence structure, grammar, and expression
7. The correctness of spelling and punctuation
8. Overall appearance – all formatting instructions being adhered to
9. Appropriate use of referencing as required 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 Reports

Overall assessment of reports will be based on a group mark component (50%) and an individual mark component (50%).

For the group mark for the report, an assessment will be made by the lecturer according to the criteria listed in this outline. Further information about the assessment of reports will be provided

in class.

The individual mark of the report assignment will be based on group member's rating of the contribution of other members of the group (in an anonymous survey). If others in your group rate you as having made a satisfactory contribution (relatively equal contribution), this will equate to you receiving the group mark. A rating of having made less than a satisfactory contribution may result in individual deductions up to 50% of the obtained group's mark. All group member assessments of individual contribution will be reviewed and considered by the lecturer in determining the final report assessment.

Rating of "satisfactory contribution" to the Report

Satisfactory contribution means that a member of the group contributed to the data gathering, overall analysis and conclusions, and to the effort of developing the draft and the final submission of the report, as well as was being supportive and encouraging of others in the group. Dominance of the group so that others feel their input has been ignored or belittled is not considered a satisfactory aspect of group behaviour.

Rating of "less than satisfactory contribution" to the presentation

Less than satisfactory contribution means the person did not carry out his or her share of the activity required for production and submission of the report. This may be represented by lack of interaction in the group's discussions, failure to do as he/she was expected to do, limited or poor responding to emails, dominance in his/her opinion, failing to show respect in listening to others, a general lack of willingness to work within the agreed consensus approach to the topic (allowing for voicing of different perspectives in planning and analysis stages of the group's interactions), poorly analysed contribution to content of material used in the report, poorly written contributions, and use of plagiarised contributions.

Rating of "exceptional contribution"

It will also be possible to judge a group member as having made an exceptional contribution to the report and this will lead to consideration of additional marks to the final subject's mark. No more than two people in a group can be awarded this exceptional contribution assessment and this nomination must come from at least two other people in the group. Exceptional contribution means that a person has exhibited leadership of the group but not dominance. Exceptional contribution would highlight a highly energised and engaged person who other group members feel was a powerful positive influence on the group both in terms of the tasks associated with the report as well as contributing to the collaborative and social dynamics of the group.

Details of the within-group assessment process for the report will be discussed in class.

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. The 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

Preferred referencing style should use 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. Note that APA style references are used for the reading list of articles at the end of this outline. Further information on APA style is available at

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

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.

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- Students will be able to critically reflect on and practically apply OB principles and theories within their own work experiences for managing and leading people and organisations successfully
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- Students will be able to understand and lead people with views unlike their own (Global mindset)

Final exam

Due: **Exam week: 25 - 30 November 2019**

Weighting: **60%**

Duration: 3 hours plus 10 minutes reading time

Format: Open book final exam

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 25 September 2019

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. University final exam conditions apply.

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Delivery and Resources

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 the 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>.

eBook disclaimer for open book exams: As notebook computers, iPads, tablets, PDAs and similar are **not allowed** in the exam room, the eBook version available for this textbook which would require a student to bring in a notebook computer, iPad, tablet, PDA or a similar device in order to view it, will **not be allowed** in the exam room.

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 specifically required text each term, The Co-op Bookshop and other book retailers will make their judgement concerning 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.

Access to 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.

iLearn - Your class online learning resources page

The class iLearn page for this unit is located at: <https://ilearn.mq.edu.au/>. You must be enrolled in this class to see the class iLearn page.

Lecture slides

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

Allocated supplementary readings

Allocated supplementary readings are 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. This unit will be presented over 10 sessions as follows (*The proposed program might be subject to some minor changes as the term progresses (TBA)*).

Class sessions are scheduled from:

THURSDAY weekly class - 6pm to 10pm of every THURSDAY starting from 19 September 2019 (session 1) until 21 November 2019 (session 10) except for the following dates: No class on 14 & 21 November 2019. A **make-up class** has been organised from 9am to 5pm of Saturday, 16 November 2019 and **will be held at the MGSM North Ryde campus**.

Final exam week: 25-30 November 2019 (The exam timetable will be available on 25 September 2019 at <https://students.mgsm.edu.au/sydney-students/units/exams/>)

CBD campus location: Macquarie University City Campus (MUCC). Level 24, 123 Pitt Street, Sydney (please call the MUCC reception desk on (02) 9234 1700 for any problems entering the premises).

| Session | Topics and allocated textbook chapter |
|---------|--|
| 1 | <p>Introduction to organisational behaviour</p> <p>Textbook chapter: 1</p> |
| 2 | <p>Foundations of individual behaviour</p> <p>Textbook chapters: 2, 3 and 4</p> |
| 3 | <p>Motivation in organisations</p> <p>Textbook chapter: 5 & 6</p> |
| 4 | <p>Communication in organisations</p> <p>Textbook chapter: 9</p> |
| 5 | <p>Dynamics of effective teams</p> <p>Textbook chapter: 7 & 8</p> |
| 6 | <p>Power and influence</p> <p>Textbook chapter: 10</p> |
| 7 | <p>Leadership and its development</p> <p>Textbook chapter: 12</p> |
| 8 | <p>CSR and ethical decision-making</p> |
| 9 | <p>Organisational structure/culture</p> <p>Textbook chapter: 13 & 14</p> |

| Session | Topics and allocated textbook chapter |
|---------|--|
| 10 | <p>Change and organisations</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://stu>

dents.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

- Students will be able to critically reflect on and apply Organisational Behaviour (OB) theoretical frameworks and research findings to organisational problems and phenomena related to human behaviour within organisations
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- Students will be able to critically reflect on and practically apply OB principles and

theories within their own work experiences for managing and leading people and organisations successfully

- 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
- Students will be able to understand and lead people with views unlike their own (Global mindset)

Assessment tasks

- Group presentation
- Group report
- Final exam

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

- Students will be able to critically reflect on and apply Organisational Behaviour (OB) theoretical frameworks and research findings to organisational problems and phenomena related to human behaviour within organisations
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- Students will be able to critically reflect on and practically apply OB principles and theories within their own work experiences for managing and leading people and organisations successfully
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- Students will be able to understand and lead people with views unlike their own (Global mindset)

Assessment tasks

- Group presentation
- Group report
- Final exam

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

- Students will be able to critically reflect on and apply Organisational Behaviour (OB) theoretical frameworks and research findings to organisational problems and phenomena related to human behaviour within organisations
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- Students will be able to critically reflect on and practically apply OB principles and theories within their own work experiences for managing and leading people and organisations successfully
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Assessment tasks

- Group presentation
- Group report
- Final exam

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

- Students will be able to critically reflect on and apply Organisational Behaviour (OB) theoretical frameworks and research findings to organisational problems and

phenomena related to human behaviour within organisations

- Students will be able to critically reflect on and practically apply contingent perspectives of OB theoretical frameworks in exploring organisational problems and phenomena
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- Students will be able to understand and lead people with views unlike their own (Global mindset)

Assessment tasks

- Group presentation
- Group report
- Final exam

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.

This graduate capability is supported by:

Learning outcomes

- Students will be able to critically reflect on and apply Organisational Behaviour (OB) theoretical frameworks and research findings to organisational problems and phenomena related to human behaviour within organisations
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- Students will be able to critically reflect on and practically apply OB principles and theories within their own work experiences for managing and leading people and organisations successfully
- 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
- Students will be able to understand and lead people with views unlike their own (Global

mindset)

Assessment tasks

- Group presentation
- Group report
- Final exam

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

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Assessment tasks

- Group presentation
- Group report
- Final exam

Changes from Previous Offering

Assessment tasks: None

Delivery and resources: None

Unit schedule: None

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 |
|------------|--|
| 25/09/2019 | Have updated class schedule to include location of make-up class on 9am to 5pm of Saturday, 16 November 2019, which is to be held at the MGSM North Ryde campus. |