



MGNT608

Managing People

Term 3 North Ryde 2019

Department of Management

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General Information

Unit convenor and teaching staff

Lecturer and Unit Convenor

Patrick Garcia

patrick.garcia@mq.edu.au

Contact via Email

Please view consultation hours via iLearn - <https://ilearn.mq.edu.au/login/>

Credit points

4

Prerequisites

Admission to MMgmt

Corequisites

Co-badged status

Unit description

An organization's people can be a valuable source of sustained competitive advantage. As such, it has become increasingly important to understand how to effectively manage people by influencing their work attitudes, motivation, and performance-related behaviours. This unit is about people in organizations, focusing on how management practices can enhance people's commitment and productivity at work. Unit content is derived mostly from contemporary theory, research, and practice in organizational behaviour and management disciplines. Through structured learning exercises, students are given the opportunity to apply and practice teamwork and leadership skills with the aim of improving individual, team, and organizational outcomes.

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:

Demonstrate knowledge of classical and contemporary OB and management theory.

Apply organisational behaviour concepts and theories to understand and provide solutions to organisational issues.

Apply strategies that facilitate effective team decision-making, communication, and

performance.

Practise giving and receiving constructive and critical feedback

Assessment Tasks

Name	Weighting	Hurdle	Due
In-class Exam	20%	No	Week 8
Case Study Analysis	20%	No	Week 6
Group Project	60%	No	Weeks 8, 9, and 10

In-class Exam

Due: **Week 8**

Weighting: **20%**

In-class Exam Assessment Summary Task Description The in-class quiz will consist of multiple choice questions based on Week 1-7 content. Students need to answer 60-70 questions. **Type of Collaboration** Individual **Submission** Please refer to the [iLearn](#) Unit page **Format** Please refer to the [iLearn](#) Unit page. **Length** 60-70 questions **Inherent Task Requirements** In-class participation required. **Late Submission** Late submissions will not be marked. No extensions will be granted. Students who do not complete the quiz will be awarded a mark of 0 for the assessment.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Demonstrate knowledge of classical and contemporary OB and management theory.

Case Study Analysis

Due: **Week 6**

Weighting: **20%**

Case Study Analysis Assessment Summary Task Description Students will be given a short case and will be asked to analyse it based on concepts covered in class. The case together with specific questions will be made available on iLearn one week before the deadline. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** 1,000 words **Inherent Task Requirements** None **Late Submission**

No extensions will be granted. Late submissions must also be made through Turnitin. There will be a **deduction of 10%** made from the total available marks for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20%

deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Demonstrate knowledge of classical and contemporary OB and management theory.
- Apply organisational behaviour concepts and theories to understand and provide solutions to organisational issues.

Group Project

Due: **Weeks 8, 9, and 10**

Weighting: **60%**

Group Project Assessment Summary Task Description

Part 1 - Collective deliverable group report (worth 30%): In groups, (depending on cohort numbers) students will write a report about an existing organisation of their choice. The project aims to help students a) apply concepts from the course to a real world example and b) practice and improve teamwork, research, communication skills. Part 1 is due on Week 10.

Part 2 - Individual deliverable feedback exercise and reflection (worth 30%): Giving constructive feedback is critical element of work life and yet many of us struggle to deliver it. In weeks 8 and 9 students will be asked to write and deliver feedback to each of their team members. The purpose of the assessment is to give students an opportunity to hone their skills in giving and receiving feedback.

Type of Collaboration Individual and Group **Submission** Please Submit Via Turnitin Link on [iLearn](#) **Format** Please refer to the [iLearn](#) Unit page **Length** Part 1: 3000 words, Part 2 written feedback: 200-300 words, Part 2 reflection paper: 500 words **Inherent Task Requirements** None **Late Submission**

Part 1: Collective Deliverable (Worth 30%): No extensions will be granted. There will be a **deduction of 10%** 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 incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time. This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

Part 2: Individual Deliverable (Worth 30%): No extensions will be granted. Students who do not participate in the feedback exercise will be awarded a **mark of 0** for the task. This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:

- Apply organisational behaviour concepts and theories to understand and provide solutions to organisational issues.
- Apply strategies that facilitate effective team decision-making, communication, and performance.
- Practise giving and receiving constructive and critical feedback

Delivery and Resources

Required text	Organisational behavior: Improving performance and commitment in the workplace. 6th ed. By Jason Colquitt, Jeffrey LePine, and Michael Wesson (ISBN: 9781260092301). Students have the option of purchasing a hard copy or e-copy of the text.
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/). iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
Delivery Format and Other Details	<ul style="list-style-type: none"> • Number and length of classes: Each class is 4 hours long, including lecture and seminar activities. Classes may vary due to public holiday(s). • The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	A list of additional suggested readings will be made available on iLearn for students who wish to stretch themselves.

Unit Schedule

Week	Date	Lecture Topics	Readings and Preparation
Week 1	June 24	Introduction to OB; job performance and work behaviours; performance management	Textbook Chapters 1 and 2
	July 1	Class cancelled	
Week 2	July 8	Workplace attitudes and stress	Textbook Chapters 3, 4, and 5
Week 3	July 15	Employee motivation and organisational justice	Textbook Chapters 6 and 7
Week 4	July 22	Team diversity, dynamics, and decision-making	Textbook Chapters 9, 11, and 12
Week 5	July 24	Power and influence; leadership styles	Textbook Chapters 13 and 14

Week 6	July 29	Organisational culture and change	Test book Chapter 16
Week 7	August 5	Giving and receiving feedback; conflict management	
Week 8	August 12	In-class exam; Written feedback exercise	
Week 9	August 19	Oral feedback sessions	
Week 10	August 26	Wrap-up and conclusion; Group project and reflection papers due	

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

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>.

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

Discipline Specific Knowledge and Skills

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

This graduate capability is supported by:

Learning outcome

- Demonstrate knowledge of classical and contemporary OB and management theory.

Assessment tasks

- In-class Exam
- Case Study Analysis

Critical, Analytical and Integrative Thinking

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

This graduate capability is supported by:

Learning outcomes

- Demonstrate knowledge of classical and contemporary OB and management theory.
- Apply organisational behaviour concepts and theories to understand and provide solutions to organisational issues.

Assessment tasks

- In-class Exam
- Case Study Analysis
- Group Project

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and

they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcome

- Apply organisational behaviour concepts and theories to understand and provide solutions to organisational issues.

Assessment tasks

- Case Study Analysis
- Group Project

Effective Communication

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

This graduate capability is supported by:

Learning outcomes

- Apply strategies that facilitate effective team decision-making, communication, and performance.
- Practise giving and receiving constructive and critical feedback

Assessment task

- Group Project

Research & Practice, Global contexts & Sustainability

1. This unit draws on extensive research from sources outside the textbook. Students will be provided with additional research articles from every week to allow them to considerably expand their knowledge of OB.
2. Conducting research independently is strongly encouraged for this unit and is rewarded
3. Cultural differences in work practices between countries will be extensively discussed and students will be asked to elaborate on work practices in their respective countries. OB theories from non-Western perspectives will be integrated in the lectures, where available.
4. Issues of sustainability and ethics will be discussed during the first three weeks of the

semester and in other weeks as they relate to other OB topics.