



# MGMT715

## Behaviour in Organisations

S1 Evening 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](mailto: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 MRes

Corequisites

Co-badged status

Co-taught with BUS815

Unit description

In an increasingly globalized and competitive business environment, an organisation's people can be a valuable source of sustained competitive advantage. However, this is largely determined by the manner in which people are managed and led. This unit aims to enhance student knowledge of the ways people behave in organisations and the skills required to effectively manage them. Organisations constantly face issues involving motivation, performance, and teamwork making leadership and organisational behaviour skills important for managers and non-managers alike. This unit is about people in organisations, focusing on how management and leadership practices affect the attitudes, motivation, behaviour, and performance of employees and teams. Unit content is derived mostly from contemporary theory, research, and practice in the organisational behaviour and management disciplines. Students will be encouraged to use unit material to be self-aware and mindful about how they lead and interact with others, and to adopt an ethic of continuous self-improvement in their leadership, teamwork, and interpersonal skills.

## 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 theory. Topics include: leadership, motivation, organisational culture, and teamwork

Ascertain the methodological appropriateness, quality, and trustworthiness of research evidence

Evaluate organisational behaviour concepts through review of relevant scholarship

Demonstrate commitment to achieving teamwork task

Practise giving and receiving constructive and critical feedback

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Online Quiz</a>	20%	No	Week 7
<a href="#">Case Study Analysis</a>	20%	No	Week 7
<a href="#">Group Research Proposal</a>	60%	No	Weeks 10, 11, and 13

### Online Quiz

Due: **Week 7**

Weighting: **20%**

**Online Quiz Assessment Summary Task Description** The online quiz will consist of multiple choice questions based on the content of the first six weeks of the session. Students need to answer 50 questions (randomly allocated to each student out of a question bank) **Type of Collaboration** Individual **Submission** Please refer to the [iLearn](#) Unit page **Format** Please refer to the [iLearn](#) Unit page. **Length** 50 questions **Inherent Task Requirements** Online access via iLearn; Participation online required. **Late Submission** Late submissions will not be marked. No extensions will be granted. Students who do not complete the online 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 theory. Topics include: leadership, motivation, organisational culture, and teamwork

### Case Study Analysis

Due: **Week 7**

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 the first three weeks of the session. 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 theory. Topics include: leadership, motivation, organisational culture, and teamwork

## Group Research Proposal

Due: **Weeks 10, 11, and 13**

Weighting: **60%**

### Group Research Proposal Assessment Summary Task Description

**Part 1 - Collective deliverable group research proposal (worth 30%):** In groups, students will write a research proposal about a an organizational behavior topic or research area. This assessment allows student to demonstrate knowledge of OB theory and concepts as well as critically think about the state of knowledge through a review of relevant scholarship. Part 1 is due on Week 13.

**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 10, 11, and 12 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:

- Demonstrate knowledge of classical and contemporary OB theory. Topics include: leadership, motivation, organisational culture, and teamwork
- Ascertain the methodological appropriateness, quality, and trustworthiness of research evidence
- Evaluate organisational behaviour concepts through review of relevant scholarship
- Demonstrate commitment to achieving teamwork task
- Practise giving and receiving constructive and critical feedback

## Delivery and Resources

<b>Required text</b>	<ul style="list-style-type: none"> <li>• Organisational Behaviour: Emerging Knowledge. Global Insights. 6th ed. By Steven McShane, Mara Olekalns, Alex Newman, Tony Travaglione (ISBN: 9781760421649)</li> </ul>
<b>Unit web page</b>	The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>
<b>Technology Used and Required</b>	<p>Students are required to have access to a personal computer and familiarise themselves with iLearn (<a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>).</p> <p>iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.</p>
<b>Delivery Format and Other Details</b>	<ul style="list-style-type: none"> <li>• Number and length of classes: Each class is <b>3 hours long</b>, including lecture and seminar activities. Classes may vary due to public holiday(s).</li> <li>• The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a></li> </ul>
<b>Recommended readings</b>	Additional readings will be made available via the Library Multisearch engine. The required readings for the essay will be made available through e-Reserve and/or iLearn. A list of additional suggested readings will be made available on iLearn for students who wish to stretch themselves.

## Unit Schedule

Week	Lecture Topic	Readings and Preparation
Week 1	Course introduction, individual behaviour, and personality	Textbook Chapter 1 and 2
Week 2	Workplace attitudes and stress	Textbook Chapter 4
Week 3	Employee motivation	Textbook Chapter 5

Week 4	Team dynamics and processes	Textbook Chapter 8
Week 5	Team dynamics and processes (continued)	Textbook Chapter 8
Week 6	Leadership in organisations	Textbook Chapter 12
Week 7	Online quiz and case study analysis	Online submission via iLearn
Week 8	Organisational culture	Textbook Chapter 14
Week 9	Organisational change	Textbook Chapter 15
Week 10	Giving and receiving feedback	Online reading available via iLearn
Week 11	Oral feedback session	
Week 12	Oral feedback session	
Week 13	Group project and reflection paper 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](mailto: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](http://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](mailto: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/](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 - 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

- Demonstrate knowledge of classical and contemporary OB theory. Topics include: leadership, motivation, organisational culture, and teamwork
- Evaluate organisational behaviour concepts through review of relevant scholarship

## Assessment tasks

- Online Quiz
- Case Study Analysis
- Group Research Proposal

## 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

- Ascertain the methodological appropriateness, quality, and trustworthiness of research evidence
- Evaluate organisational behaviour concepts through review of relevant scholarship
- Demonstrate commitment to achieving teamwork task
- Practise giving and receiving constructive and critical feedback

## Assessment task

- Group Research Proposal

## 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

- Demonstrate commitment to achieving teamwork task
- Practise giving and receiving constructive and critical feedback



## Assessment task

- Group Research Proposal

## 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 for 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..