



# MGNT606

## People and Organisations

Term 4 North Ryde 2018

*MGSM Degree Programs*

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#### **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 Andrew Mikhail <a href="mailto:andrew.mikhail@mqsm.edu.au">andrew.mikhail@mqsm.edu.au</a>
Credit points 4
Prerequisites Admission to MMgt
Corequisites
Co-badged status
Unit description This Unit draws on insights from psychology, sociology, anthropology, social psychology, and economics to study human behaviour within organisational settings. Given the importance of understanding human behaviour in the workplace, this unit aims to engage students to explore and critically examine insights about human behaviour at work to better manage and improve organisational capabilities and performance.

## 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:

- Articulate a variety of theoretical frameworks and research findings about human behaviour within organisations;
- Apply micro, meso, and macro perspectives to analyse organisational problems and phenomena;
- Engage in practical and contingent applications of organisational behaviour principles and theories for managing and leading people and organisations successfully;
- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Individual mid-term exam</u>	20%	No	Week 6 start of class
<u>Group Report</u>	30%	No	20 November 2018 9am (week 10)
<u>Final Examination</u>	50%	No	Exam Week: 26 Nov - 1 Dec 2018

### Individual mid-term exam

Due: **Week 6 start of class**

Weighting: **20%**

**Duration:** 30 minutes

**Format:** Closed book test

**Due:** Scheduled at the start of class for session 6 - 23 October 2018

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

On successful completion you will be able to:

- Articulate a variety of theoretical frameworks and research findings about human behaviour within organisations;
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### Group Report

Due: **20 November 2018 9am (week 10)**

Weighting: **30%**

**Length:** 1000 words max per individual member of the group

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

Assignment rationale

You will be a member of a syndicate group that undertakes an assignment as team. You will

collectively select an organisation bearing in mind a critical OB issue(s) affecting the performance of this organisation i.e. its effectiveness or efficiency. The issue may be something positive in or outside the organisation, or else it maybe something negative. Your job as individuals and as a team is to undertake a comprehensive analysis of the issue(s) utilising knowledge and skills developed from MGNT606 i.e. by applying topics from the unit.

The purpose of the assignment is to enable you to:

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

Each individual member within their allocated group must contribute a maximum

**of 1000 words to the group report.** Each member of their group must clearly identify which element of the group assignment is their individual contribution by putting their names in brackets next to your section heading. Assessment of individual performance within this group assessment will be based on the identified individual contributions, subject to the final decision of the lecturer.

Assessment criteria

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

Guide to the assignment

This assessment task is to gauge how well you can apply 4-5 relevant topics/concepts from the unit to a 'real-life' organisation. What you need to do early on is to select an organisation - either domestic or international - for detailed analysis. The organisation may be of any size and it is likely that data availability will vary with size and international recognition.

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

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

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

#### Submission details

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

#### Formatting instructions

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

The assignment should have the following structure:

1. **For the hard copy version only**, an **MGSM cover page** with all group members names, student numbers, and signatures are required and needs to be attached to the very front of the assignment. The MGSM cover page will be made available on the class

iLearn page. Please do not put this MGSM cover page on the soft copy version of the group project.

1. A **title page** with all student names and student numbers, word count of the text.

2. A one page (single-spaced) **executive summary** that outlines the assignment's structure, the organisations studied (as appropriate), the key issues according to the group, how the group has demonstrated analysis, what the group has found, and recommendations, lessons, insights as appropriate.
3. **Body of the assignment** with appropriate headings and citations.
4. Reference list.
5. **Appendices** as appropriate.

#### Extensions and penalties

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

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- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

## Final Examination

Due: **Exam Week: 26 Nov - 1 Dec 2018**

Weighting: **50%**

#### **Duration:**

3 hours plus 10 minutes reading time

#### **Format:**

Open Book Exam

#### **Date:**

Exam week: 26 November - 1 December 2018

#### **Weighting:**

50%

More details on the exam will be provided over the term.

The final exam will cover content from:

- Unit materials
- Exercises and Group Discussions.

**Please note that to pass the subject students must pass the final examination and perform satisfactorily in each assessment component.**

**The MGSM examination period in Term 4 2018 is from 26 November - 1 December 2018**

On successful completion you will be able to:

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## **Delivery and Resources**

### Required text

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

Textbook lists for Sydney classes are available at <https://students.mgsm.edu.au/sydney-students/study-resources/textbooks>

### Where to purchase textbook?

#### **The Coop bookshop**

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

#### **McGraw Hill Education Australia – Online store**

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

#### **Disclaimer:**

MGSM does not take responsibility for the stock levels of required textbooks from preferred retail outlets and other book retailers. While we advise our preferred book retail outlet, The Co-op Bookshop, of our maximum expected number of students purchasing specific required text each term, The Co-op Bookshop and other book retailers will make their own judgement in regards 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

### Writing resources

Our MGSM student handbook contains essay writing guidelines for students who may lack confidence in their writing skills to produce reports/essays to an academic/business standard. Please click on the link below to access the MGSM student handbook (you may need your Macquarie one ID to access this). The essay writing guidelines can be found in section 3: study skills, starting page 39.

<https://students.mgsm.edu.au/assets/PDF/Student-Website/mgsm-student-handbook.pdf>

The Macquarie University library also provides excellent resources covering writing skills, researching online: and a guide to citations and referencing. A learning adviser can also be contacted for further details.

[http://www.students.mq.edu.au/support/learning\\_skills/](http://www.students.mq.edu.au/support/learning_skills/)

<http://infoskills.mq.edu.au/>

### Lecture powerpoints

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

### MGSM iLearn

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

## Unit Schedule

Students are required to attend all classes.

The unit will be presented over 10 sessions as follows:

Time of class:                      Tuesday                      9am - 1pm (unless specified otherwise below)

Session	Date	Topic	Textbook Chapter
1	18 September 2018	Introduction to organisational behaviour	1



2	25 September 2018	Personality, values, and attitudes <b>Case:</b> The Treadway Tire Company	2,3 & 4
3	2 October 2018	Motivation <b>Case:</b> Barbara Norris: Leading Change in the General Surgery Unit	5
4	9 October 2018	Communication <b>Case:</b> Hindustan Petroleum Corporation Ltd	9
5	16 October 2018	Power and Influence <b>Case:</b> Who's in charge? The Jim Davis Case	10
6	23 October 2018	Leadership <b>Case:</b> GE's Two Decade Transformation	12
7	30 October 2018	Structure <b>Case:</b> Mercedes Benz and Swatch	13
8	6 November 2018	Culture <b>Case:</b> Zappos.com 2009	14
9	13 November 2018	Change <b>Case:</b> Pierre Frankel in Moscow	15
10	20 November 2018	Career; Overview and exam preparation <b>Group Reports</b>	
<b>26 November - 1 December 2018</b>			<b>Final Exam Week</b>

## Policies and Procedures

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

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

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

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

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

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

## Results

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

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](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](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](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

### Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

#### Learning outcomes

- Engage in practical and contingent applications of organisational behaviour principles and theories for managing and leading people and organisations successfully;
- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

#### Assessment tasks

- Group Report
- Final Examination

### Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

#### Learning outcomes

- Apply micro, meso, and macro perspectives to analyse organisational problems and phenomena;
- Engage in practical and contingent applications of organisational behaviour principles and theories for managing and leading people and organisations successfully;
- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

#### Assessment tasks

- Individual mid-term exam
- Group Report

- Final Examination

## Commitment to Continuous Learning

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:

### Learning outcomes

- Articulate a variety of theoretical frameworks and research findings about human behaviour within organisations;
- Apply micro, meso, and macro perspectives to analyse organisational problems and phenomena;
- Engage in practical and contingent applications of organisational behaviour principles and theories for managing and leading people and organisations successfully;
- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

### Assessment task

- Final Examination

## 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 outcomes

- Articulate a variety of theoretical frameworks and research findings about human behaviour within organisations;
- Apply micro, meso, and macro perspectives to analyse organisational problems and phenomena;
- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

## Assessment tasks

- Individual mid-term exam
- Group Report
- Final Examination

## 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

- Articulate a variety of theoretical frameworks and research findings about human behaviour within organisations;
- Apply micro, meso, and macro perspectives to analyse organisational problems and phenomena;
- Engage in practical and contingent applications of organisational behaviour principles and theories for managing and leading people and organisations successfully;
- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

## Assessment tasks

- Individual mid-term exam
- Group Report
- Final Examination

## 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 outcomes

- Engage in practical and contingent applications of organisational behaviour principles and theories for managing and leading people and organisations successfully;

- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

## Assessment tasks

- Individual mid-term exam
- Group Report
- Final Examination

## 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

- Engage in practical and contingent applications of organisational behaviour principles and theories for managing and leading people and organisations successfully;
- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

## Assessment tasks

- Group Report
- Final Examination

## Engaged and Ethical Local and Global citizens

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

## Learning outcomes

- Articulate a variety of theoretical frameworks and research findings about human behaviour within organisations;
- Apply micro, meso, and macro perspectives to analyse organisational problems and phenomena;

- Reflect on organisational behaviour theories and their applications from cross-cultural and ethical perspectives and will demonstrate leadership and management knowledge.

## Assessment task

- Individual mid-term exam

## Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

## Learning outcomes

- Articulate a variety of theoretical frameworks and research findings about human behaviour within organisations;
- Apply micro, meso, and macro perspectives to analyse organisational problems and phenomena;

## Changes from Previous Offering

No changes from previous offering.

## Alignment 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.

## **Content Disclaimer**

The content of this unit is 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.