

BMA581
Organisational Behaviour

Semester 2, 2003

The lecturer responsible for this unit will be:

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<http://www.utas.edu.au/management/student.htm>

Introduction to the Unit

Organisational Behaviour is the study of human behaviour at the individual, group and organisational level. The primary purpose of this unit is to develop an understanding of the management of organisations through knowledge of human behaviour. An understanding of human behaviour is needed to establish and maintain productive working relationships both within the organisation (supervisors, peers and subordinates) and outside the organisation (customers, unions, suppliers and competitors). In order to establish and maintain these relationships managers must be able to understand the behaviour of others, predict it and influence it. Organisational Behaviour is a field of study which draws upon a diverse range of disciplines (including psychology, social psychology, sociology, anthropology, political science and economics) for a systematic and integrated approach to the study of human behaviour. While its concepts, theories and understandings about human behaviour draw upon these disciplines, Organisational Behaviour is unique in that it: 1) takes an integrated and contingency approach to management, 2) has an applied focus and 3) rests on scientific foundations.

The topics set forth in the study schedule begin with a focus on the individual analysis of behaviour characterised by factors such as individual behaviour, learning, attitudes, personality, perception, job satisfaction and motivation. These topics are central to understanding individuals both as employees and as consumers. Next, the analysis of behaviour at the group level examines the dynamics of group and team processes, decision making, and leadership. Understanding the nature of formal and informal group processes is central to improving organisational efficiency and influences individual decisions. Finally, topics covered at the organisational level of analysis include organisational structure and design, organisational culture, the distribution of power, the impact of politics, conflict management and the processes involved in organisational change. Change has become a major issue in the past decade. Many firms have eliminated levels of management to form a lean, flexible, adaptive form in order to respond to the ever increasing demands of the competitive global marketplace.

It is hoped that through your active participation in this unit you will gain an appreciation of organisational behaviour as a field of study which can be used in the effective management of people and organisations.

Unit Aims

The broad aims for this unit are:

- demonstrate an understanding of the behaviour of people both as individuals and as members of groups in organisations for the purpose of predicting, explaining, and controlling behaviour that occurs in organisations;
- demonstrate an understanding of the nature and impact of organisational processes that influence work behaviour;
- integrate the theory of organisational behaviour with management practice.

Texts

Prescribed Texts

McShane, S. & Travaglione, T. 2003. *Organisational behaviour on the pacific rim*. Roseville: McGraw-Hill.

Osland, J. S., Kolb, D. A. & Rubin, I. M. 2001. *The organizational behaviour reader* (7th ed.). Upper Saddle river, NJ: Prentice-Hall. **This text is supplied by the Graduate School of Management.**

School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/management/student.htm>

Writing Assignments: A Guide

School of Management Referencing Style

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

Books

Adler, N.J. 1997. *International dimensions of organisational behaviour* (3rd ed). Cincinnati: South-Western.

Andrews, D. C. & Andrews, W. D. 1992. *Business Communication* (2nd ed). New York: Macmillan.

Ashkanasy, N.M., Wildrom, C.P.M., & Peterson, M.F. (Eds.) 2000. *Handbook of organizational culture & climate*. Thousand Oaks, CA: Sage.

Daft, R. & Noe, R. 2001. *Organizational behavior*. Fort Worth, Texas. Harcourt.

Daft, R. 1999. *Leadership theory and practice*. Fort Worth: Harcourt.

DuBrin, A.J. 1995. *Leadership: Research findings, practice, and skills*. Boston: Houghton Mifflin.

DuBrin, A.J. 1997. *Fundamentals of organisational behaviour, an applied approach*. Cincinnati: South-Western.

George, J.M. & Jones, G.R. 2002. *Organizational Behaviour* (3rd ed.). Upper Saddle River: Prentice Hall

Hellriegel, D., Slocum, J.W., & Woodman, R.W. 2001. *Organizational behavior* (9th ed.). Cincinnati: South Western.

Himstreet, W. C., Baty, W. M. & Lehman, C. M. 1993. *Business communications* (10th ed.). Belmont: Wadsworth.

Huczynski, A. & Buchanan, D. 2001. *Organizational behaviour* (4th ed.). Harlow, England: Financial Times – Prentice Hall.

Ivancevich, J., Olekalns, M. & Matteson, M. 1997. *Organisational behaviour and management*. Irwin: Sydney.

Jackson, S.E. & Cooper, C.L. (Eds.). 1997. *Creating tomorrow's organizations: A handbook for future research in organizational behaviour*. New York: Wiley & Sons.

Jick, T.D. 1993. *Managing change: Cases and concepts*. Chicago: Irwin.

Johns, G. 1996. *Organizational behavior* (4th ed.). New York: Harper Collins.

- Kreitner, R. & Kinicki, A. 2001. *Organisational behaviour* (5th ed.). Chicago: Irwin McGraw Hill.
- Luthans, F. 1995. *Organisational behaviour* (7th ed.). New York: McGraw Hill.
- McShane, S.L. & Von Glinow, M A. 2000. *Organizational behavior*. Boston: Irwin McGraw Hill.
- Mitchell, T.R., Dowling, P.J., Kabanoff, B.V. & Larson, J.R. 1988. *People in organisations, An introduction to organisational behaviour in Australia*. Sydney: McGraw Hill.
- Moorhead, G., & Griffin, R.W., 1998. *Organizational behavior* (5th ed.). Boston: Houghton Mifflin.
- Ott, J. 1996. *Classic readings in organisational behaviour* (2nd ed.). Belmont: Wadsworth.
- Rasberry, R. W. & Lindsay, L. L. 1994. *Effective Managerial Communication* (2nd ed.). Cincinnati: South-Western.
- Robbins, S.P. 1996. *Organisation theory in Australia* (2nd ed.). Sydney: Prentice Hall.
- Robbins, S.P. 2001. *Organisational Behaviour* (9th ed.). Upper Saddle River: Prentice Hall.
- Robbins, S.P., Millet, B., Cacioppe, R., & Waters-Marsh, T., 2001. *Organisational behaviour. Leading and managing in Australia and New Zealand* (3rd ed.). Frenchs Forest: Prentice Hall.
- Sackman, S.A. 1997. *Cultural complexity in organizations: Inherent contrasts and contradictions*. Thousand Oaks, CA: Sage.
- Schein, E.H. 1988. *Organizational psychology* (3rd ed.). Englewood Cliffs, NJ: Prentice Hall.
- Schein, E.H. 1997. *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Schermerhorn, J., Hunt, J. & Osborn, R., 1997. *Managing organisational behaviour* (6th ed.). New York: Wiley & Sons.
- Sigband, N. B. & Bell, A. H. 1994. *Communication for managers* (6th ed.). Cincinnati: South-Western.
- Solomon, M.R. 1996. *Consumer behaviour* (3rd ed.). Englewood Cliffs: Prentice Hall.
- Steers, R., Porter, L. & Bigley, G. 1996. *Motivation and leadership at work* (6th ed.). New York: McGraw-Hill.
- Trice, H.M. & Beyer, J.M., 1993. *The cultures of work organizations*. Englewood Cliffs, NJ: Prentice Hall.
- Vecchio, R.P. 1995. *Organizational behavior* (3rd ed.). Fort Worth: Harcourt Brace.
- Vecchio, R.P., Hearn, G. & Southey, G., 1996. *Organisational behaviour* (2nd ed.). Sydney: Harcourt Brace.
- Wagner, J. & Hollenbeck, J. 1998. *Organizational behaviour securing competitive advantage* (3rd ed.). Englewood Cliffs, NJ: Prentice Hall.
- Wood, J., Wallace, J., Zeffane, R., Schermerhorn, J., Hunt, J., & Osborn, R. 2001. *Organisational Behaviour* (2nd ed.). Brisbane: Wiley.
- Yukl, G.A. 1989. *Leadership in organizations* (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

Academy of Management Executive
Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Annual Review of Psychology
Asia Pacific Journal of Human Resources
Australian Journal of Management
California Management Review
Harvard Business Review
Journal of Applied Psychology
Journal of Management
Journal of Occupational Psychology
Journal of Organisational Behaviour Management
Journal of Organizational Behaviour
Journal of Personality & Social Psychology
Organizational Behavior & Human Performance
Organizational Dynamics
Personnel Psychology
Sloan Management Review

Unit Structure

Saturday Workshops

There will be seven three-hour workshops scheduled on Saturdays. These workshops are a compacted style of teaching the conventional weekly lecturer/tutorial, with face-to-face contact between students and lecturers usually occurring every two weeks. It is essential that students complete the required reading and study tasks from the unit outline (and/or accompanying unit materials) before the workshop. In this matter, students will be able to keep up with the study schedule and will be prepared to discuss the material during the workshops.

Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

Method of Assessment	Value	Due Date	Length*
Coursework			
Assignment One	20	13 August	1,250 words
Assignment Two	20	17 September	1,250 words
Examination	60	Exam Period	3 hours
Total Marks	100		

* **Word Limit:** The word limit is all-inclusive. This means that headings, in-text references, quotes and end-of-text references are all to be included in the word count.

Examination

Format

The final examination will be of three (3) hours duration, preceded by 10 minutes reading time. The examination is worth 60 percent of the total available marks. No materials are allowed into the examination room for this unit. You must bring your student identification card to the examination.

The examination will require you to answer four questions from a choice of six. Each question will be worth 15 marks each.

The best preparation for the exam is consistent work throughout the semester.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached. Both of which are available as a blank template from the School of Management website:

<http://www.utas.edu.au/management/student.htm>

Please remember that you are responsible for lodging your written Coursework on or before the due date. We suggest you keep a copy—photocopying is ideal. Even in the most ‘perfect’ of systems, items sometimes go astray.

Hobart students: Lodge in assignment box beside room 325, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

Alternatively, you may mail your assignments to the Graduate School of Management, University of Tasmania at the postal address: Locked Bag 1316, Launceston, Tas. 7250.

Late Coursework

Written Work

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer’s discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer’s or tutor’s room at nominated times; it will not be available from the School’s offices.

Plagiarism

Plagiarism is taking and using someone else's thoughts, writings or inventions and representing them as your own; for example downloading an essay from a cheat site, copying another student's work or using an author's words or ideas without citing the source. Plagiarism is a form of cheating. It is a University offence punishable by a range of penalties including a fine or deduction/cancellation of marks and, in the most serious of cases, exclusion from a unit, a course, or the University. **When in doubt consult your lecturer or tutor.** Details of penalties that can be imposed are available in the Ordinance of Student Discipline or at www.utas.edu.au/plagiarism.

Assignment Topics

Assignment One

Due Date: 13 August 2003

Length: 1,250 words

Value: 20 marks

Topic: Is there a place for “soft” management practices in contemporary business today?

If you look through your text by McShane and Travaglione (2003) and the book of readings by Osland, Kolb and Rubin (2001) there are a number of topics that emphasise the human or “soft” side of managing others. These include issues related to ethical values, the negative effects of stress, psychological contracts, a changing workforce, employee commitment, recognising individual differences, gaining empathy and job satisfaction. However, in a globalised marketplace demanding competition and productivity where shareholder value and the so-called “bottom line” is crucial, do these in reality overshadow the softer side of management?

This exercise is a reality check, which requires you to make a judgement about theory and practice. You may care to draw upon your own experiences to illustrate your arguments. Do not be overly concerned with explaining particular theories, but try to take in the main thrust of “soft” versus “hard” management styles. Do, though, support your position with reasons and reference to the literature where appropriate.

Assignment Two

Due Date: 17 September 2003

Length: 1,250 words

Value: 20 marks

EITHER

- (a) Provide a critique on Maslow's theory.
- (b) What opportunities and problems might be expected for management in an organization where all the employees are self-actualised?

OR

"In reality, job satisfaction has a weak or negligible association with task performance" (McShane & Travaglione, 2003: 128). Discuss.

Notes:

The purpose of this assignment is to demonstrate your understanding of the relevant theories and your ability to apply them to practice. In planning your approach you may find it helpful to explore the topic in the following ways:

- (a) Theoretically (What is it?).
- (b) Empirically (What is the research evidence?).
- (c) From the standpoint of its application (What is its practical relevance for managers?).

For this assignment, both textbook material and journal articles should be reviewed, using the former to establish the essential theoretical aspects of the topic, and the latter to identify empirical work in the area.

Workshop Outline

Included below is a brief description of the topics to be covered in this unit as well as the required readings and recommended readings. Students must complete the required reading from the prescribed texts prior to the workshop.

The recommended readings are in the Hobart and Launceston libraries. (The journals are in the 'Reserve' section of the libraries*). These will help to clarify and expand on points, as well as introduce new perspectives and applications.. These readings will provide excellent research material for your assignment topics and you should them when writing your assignment essays. If you are not able to locate the journal readings in your library or wish to undertake wider research, you should conduct your own literature search. Check with your librarian for advice on how best to do this. On-line journals are available through Proquest at the University Library's webpage (www.utas.edu.au/library/ click on "databases" from the left-hand menu, then "p" from the alphabet, and finally "Proquest 500").

* At the time of writing, the journal readings are available only on hard-copy, however it is hoped that these should also be on e-reserve early in the semester. As these readings are also used in undergraduate units, the collection is filed in the libraries under the course code BMA201.

Workshop 1 (Hobart)—19 July, 2003

Part A: Introduction to Organisational Behaviour

The field of organisational behaviour is introduced. Basic definitions are given, the contributions of various theoretical approaches to organisational behaviour are discussed and the historical foundations of organisational behaviour are identified.

Required Reading:

McShane, Ch 1

Recommended Reading:

Daft, R. L. & Noe, R. A. 2001. *Organizational behaviour*. Fort Worth: Harcourt. Chapter 1.

DuBrin, A. J. 1997. *Fundamentals of organizational behavior: An applied approach*. Cincinnati: South-Western. Chapter 1.

Hellriegel, D., Slocum, J. W. & Woodman, R. W. 2001. *Organizational behaviour* (9th ed). Cincinnati: South Western. Chapter 1 and Appendix, pages 581–595.

Ott, J. 1996. *Classic readings in organizational behaviour* (2nd ed). Belmont: Wadsworth. Introduction. A Chronology of Organizational Behavior.

Part B: Individual Behaviour and Learning

Individual behaviour and learning is important for the manager who is trying to understand organisational behaviour. Firstly, we look at how biographical characteristics and ability affect employee performance and satisfaction. Secondly theories of learning (classical conditioning, operant conditioning, social learning and shaping behaviour) and their application to employee behaviour are identified.

Required Reading:

Mcshane, Ch 2

Osland, Ch 2 (49–57)

Recommended Reading:

Daft, R. & Noe, R. 2001. *Organizational behaviour*. Forth Worth: Harcourt. Chapter 3.

George, J. M. & Jones, G. R. 2002. *Organizational behavior* (3rd ed). Upper Saddle River: Prentice Hall. Chapter 5.

Kreitner, R. & Kinicki, A. 1998. *Organizational behaviour* (4th ed). Boston: Irwin-McGraw-Hill. Chapter 5.

Wood, J., Wallace, J., Zeffane, R., Schermerhorn, J., Hunt, J. & Osborn, R. 2001. *Organisational behaviour* (2nd ed). Brisbane: Wiley. Chapter 5.

Workshop 2 (Launceston)—2 August, 2003**Part A: Perception and Personality**

Firstly, the process of perception, sources of perceptual distortions, attribution theory and attributional errors are discussed, together with the managerial implications of these variables. Secondly, the concept of personality and the relationship between personality and performance are identified.

Required Reading:

McShane, Ch 3

Osland, Ch 8

Recommended Reading:*Texts*

Adler, N. J. 1997. *International dimensions of organizational behaviour* (3rd ed). Cincinnati: South Western.

Huczynski, A. & Buchanan, D. 2001. *Organizational behaviour* (4th ed). Harlow: Financial Times – Prentice Hall. Chapters 7 & 5.

Ivancevich, J. Olekalns, M. & Matteson, M. 1996. *Organizational behaviour* (4th ed). New York: HarperCollins. Chapter 3: 73–91.

Vecchio, R. P., Hearn, G. & Southy, G. 1997. *Organisational behaviour and management*. Sydney: Irwin. Chapter 4.

Journals

Bartunek, J.M., 1981, Why did you do that? Attribution Theory in Organisation, *Business Horizons*, Sept: 66-81.

Dugan, K.S., 1989. Ability and Effort Attributions: Do They Affect How Managers Communicate Performance Feedback Information? *Academy of Management Journal*, March, 32: 87-114.

Falkenberg, L., 1990, Improving the Accuracy of Stereotypes Within the Workplace, *Journal of Management*, 16 (1): 108.

Folgero, I., 1993, Blame ... anything!: Causal attribution in the hotel sector, *International Journal of Contemporary Hospitality Management*, 5 (5): 2–5.

Green, S. & Liden, 1980, Contextual and Attribution Influences on Control Decisions, *Journal of Applied Psychology*, 65 (4): 453–458.

Harvey, J. & Weary, G. 1984, Current Issues in Attribution Theory and Research, *Annual Review of Psychology*, 35: 427–459.

Heneman, R. Greenberger, D. & Anonyuo, C. 1989, Attributions and exchanges: The Effects of Interpersonal Factors on the Diagnosis of Employee Performance, *Academy of Management Journal*, 132 (2): 466–476.

Kelley, H. & Michela, J. 1980, Attribution Theory and Research, *Annual Review of Psychology*, 31: 457–501.

Macan, T. & Dipboye, R., 1990, The Relationship of Interviewers' Preinterview Impressions to Selection and Recruitment Outcomes, *Personnel Psychology*, 43: 745–768.

Murphy, K.R. & Balzer, W.K., 1989, Rater errors and rating accuracy, *Journal of Applied Psychology*, 74: 619–624.

Murphy, K.R. & Anhalt, R.L., 1992, Is Halo Error a Property of the Rater, Ratees, or the Specific Behaviors Observed? *Journal of Applied Psychology*, 77 (4): 494–500.

McCauley, C., Stitt, C.L. & Segal, M., 1980, Stereotyping: From Prejudice to Prediction, *Psychological Bulletin*, 29: 195–208.

McEvoy, G.M. & Cascio, W.F., 1989, Cumulative Evidence of Relationship Between Employee Age and Job Performance, *Journal of Applied Psychology*, 74 (1): 11–17

Starbuck, W. & Mezas, J.M., 1996, Opening Pandora's box: studying the accuracy of managers' perceptions, *Journal of Organizational Behavior*, 17 (2): 99–117.

Tsui, A.S., & Barry, B., 1986, Interpersonal affect and rating errors, *Academy of Management Journal*, 29 (3): 586–599.

Walsh, J.P., 1988, Selectivity and Selective Perception: An Investigation of Managers' Belief Structures and Information Processing, *Academy of Management Journal*, 31 (4): 873–986.

Part B: Values and Emotions

The values and emotions of employees are explored as these are major determinants of their attitudes towards work.

Required Reading:

McShane, Ch 4 (110–114)

McShane Ch 4 (118–126)

Recommended Reading:

Daft, R. L. & Noe, R. A. 2001. *Organizational behaviour*. Fort Worth: Harcourt. Chapter 3: 108–110.

DuBrin, A. J. 1997. *Fundamentals of organizational behavior: An applied approach*. Cincinnati: South-Western. Chapter 3: 45–47.

Kreitner, R. & Kinicki, A. 1998. *Organizational Behaviour* (4th ed). Boston: Irwin-McGraw-Hill. Chapter 5: 142–144.

Robbins, S. P. 2001. *Organizational Behaviour* (9th ed). Upper Saddle River: Prentice Hall. Chapter 4: 103–112.

Part C: Job Satisfaction and Organisational Commitment

Job satisfaction which is the most important and frequently studied job attitude, is also examined and the attitudes of organisational commitment and job involvement are briefly addressed.

Required Reading:

McShane, Ch 4 (127–132)

Recommended Reading:

Texts

Hellriegel, D., Slocum, J. W. & Woodman, R. W. 2001. *Organizational behaviour* (9th ed). Cincinnati: South Western. Chapter 2.

Greenberg, J. 2002. *Managing behavior in organizations*. Upper Saddle River: Prentice Hall. Chapter 5: 123–134.

Ivancevich, J. Olekalns, M. & Matteson, M. 1996. *Organizational behaviour* (4th ed). New York: HarperCollins. Chapter 3: 91–94.

Johns, G. 1996. *Organizational behaviour* (4th ed). New York: HarperCollins. Chapter 3.

Journals

Schmit, M.J. & Allscheid, S.P., 1995, Employee Attitudes and Customer Satisfaction: Making Theoretical and Empirical Connections, *Personnel Psychology*, 48, (3): 537–561

Workshop 3 (Hobart)—16 August 2003

Motivation

The nature of motivation is discussed, particular theories of motivation are described and the implications for managers are considered.

Required Reading:

McShane, Chs 5 & 6

Osland, Ch 4

Osland, Ch 18 (508–514)

Recommended Reading:

Texts

Daft, R. L. & Noe, R. A. 2001. *Organizational behaviour*. Fort Worth: Harcourt. Chapters 5 & 6.

Ivancevich, J. Olekalns, M. & Matteson, M. 1996. *Organizational behaviour* (4th ed). New York: HarperCollins. Chapters 4 & 5.

Johns, G. 1996. *Organizational Behaviour* (4th ed). New York: HarperCollins. Chapters 6 and 7.

Ott, J. 1996. *Classic readings in organizational behaviour* (2nd ed). Belmont: Wadsworth. Chapter 1 – includes 8 readings on motivation by various authors.

Steers, R. M., Porter, L. W. & Bigley. 1996. *Motivation and leadership at work* (6th ed). New York: McGraw Hill. (This is a collection of readings on motivation and leadership).

Journals

Betz, E.L. 1884 Two Tests of Maslow's Theory of Need Fulfilment. *Journal of Vocational Behavior*, 24: 204–220.

Greenberg, J., 1990, Employee Theft as a Reaction to Underpayment Inequity: The Hidden Cost of Pay Cuts, *Journal of Applied Psychology*, Oct: 561–568.

House, R.J. & Wigdor, L.A. 1967 Herzberg's Dual Factory Theory of Job Satisfaction and Motivation. A Review of the Evidence and a Criticism. *Personnel Psychology*, 20: 369–387.

Huseman, R.C., Hatfield, J.D. & Miles, E.W., 1987, A New Perspective on Equity Theory: The Equity Sensitivity Construct. *Academy of Management Review*, 12 (2): 232–234.

Kerman, M.C., & Lord, R.G., 1990, Effects of Valence, Expectancies & Goal Performance Discrepancies on Single and Multiple Goal Environments, *Journal of Applied Psychology*, 75: 194–203.

Kerr, A., 1975, On the folly of rewarding A while hoping for B. *Academy of Management Journal*, 18: 769–78.

Kohn, A., 1993, Why Incentive Plans Cannot Work, *Harvard Business Review*, Sept-Oct: 54–63.

Marsden, D. & Richardson, R. 1994 Performing for Pay? The Effects of 'Merit Pay' on Motivation in a Public Service, *British Journal of Industrial Relations*, 32 (2): 243–261.

Miceli, M.P., Jung, I, Near, J.P. & Greenberger, D.B., 1991, Predictors and Outcomes of Reactions to pay-for-performance Plans. *Journal of Applied Psychology*, 76: 508–521.

Schwartz, H.S. Maslow and the Hierarchical Enactment of Organizational Reality, *Human Relations*, 36 (10): 933–956.

Summers, T.P. & Hendrix, W.H., 1991, Modelling the Role of Pay Equity Perceptions: A field study. *Journal of Occupational Psychology*, 64: 145–157.

Tubbs, M.E. & Ekeberg, S.E., 1991, The Role of Intentions in Work Motivation: Implications for Goal Setting Theory and Research, *Academy of Management Review*, 16 (1): 180–199.

Walton, R., 1985, From Control to Commitment in the Workplace. *Harvard Business Review*, 63 (2): 77–84

Workshop 4 (Launceston)—6 September 2003

Part A: Teams

The characteristics of effective groups and teams and threats to group effectiveness are discussed. Group decision-making processes and group problem-solving techniques will be reviewed.

Required Reading:

McShane, Ch 8
Osland, Ch 9 (231–242)

Recommended Reading:

Texts

George, J. M. & Jones, G. R. 2002. *Organizational behavior* (3rd ed). Upper Saddle River: Prentice Hall. Chapters 10 & 11.

Hellriegel, D., Slocum, J. W. & Woodman, R. W. 2001. *Organizational behaviour* (9th ed). Cincinnati: South Western. Chapters 8 and 14.

Johns, G. 1996. *Organizational behaviour* (4th ed). New York: HarperCollins. Chapters 8 and 12.

Ott, J. 1996. *Classic readings in organizational behaviour* (2nd ed). Belmont: Wadsworth. Chapters 2 and 4 – includes 10 readings on groups and teams by various authors.

Journals

Bettenhasen, K.L., 1991, Five Years of Groups Research: What we have learned and what needs to be addressed, *Journal of Management*, 17: 345–381.

Brockner, J., 1992, The Escalation of Commitment to a Failing Course of Action: Toward Theoretical Progress. *Academy of Management Review*, 17 (1): 39–61.

Buller, P.F. & Bell, C.H., 1986, Effects of Team Building and Goal Setting on Productivity: a Field Experiment, *Academy of Management Journal*, 29 (2): 305–328.

George, J.M., & Bettenhausen, K., 1990, Understanding Prosocial Behaviour, Sales Performance, and Turnover: a group-level analysis in a service context, *Journal of Applied Psychology*, 75: 698–709.

Greene, C.N., 1989, Cohesion and Productivity in Work Groups. *Small Group Behaviour*, 20 (1): 70–86.

McFadzean, E. & O’Loughlin, A., 2000, Five Strategies for Improving Group Effectiveness, *Strategic Change*, 9: 103–114.

Shea, G.P. & Guzzo, R.A., 1986, Group effectiveness: What Really Matters? *Sloan Management Review*, 28 (3): 25–31.

Whyte, G., 1989, Groupthink Reconsidered, *Academy of Management Review*, 14 (1): 40–56.

Part B: Leadership

Leaders play an important role in influencing the attitudes, opinions and behaviour of organisational members. Trait, behavioural and situational/contingency theories of leadership will be discussed and evaluated. Implications for management application will be identified.

Required Reading:

McShane, Ch 14

Osland, Ch 13

Recommended Reading:

Texts

Hellriegel, D., Slocum, J. W. & Woodman, R. W. 2001. *Organizational behaviour* (9th ed). Cincinnati: South Western. Chapters 11 and 12.

Ivancevich, J. Olekalns, M. & Matteson, M. 1996. *Organizational behaviour* (4th ed). New York: HarperCollins. Chapter 11.

Mitchell, T. R., Dowling, P. J., Kabanoff, B. V. & Larson, J. R. 1988. *People in organisations: An introduction to organisational behaviour in Australia*. Sydney: McGraw Hill. Chapter 14.

Ott, J. 1996. *Classic readings in organizational behaviour* (2nd ed). Belmont: Wadsworth. Chapter 3 – includes 8 readings on leadership by various authors.

Steers, R. M., Porter, L. W. & Bigley. 1996. *Motivation and leadership at work* (6th ed). New York: McGraw Hill. (This is a collection of readings on motivation and leadership).

Journals

Bass, B.B. 1990, From Transactional to Transformational Leadership: Learning to Share the Vision. In Steers, R., Porter, L. & Bigley, G. 1996, *Motivation and leadership at work*, 6th ed, McGraw-Hill, New York: 628–640.

Graeff, C.I., 1983, The situational leadership theory: A critical view, *Journal of Management Review*, 8: 285–291.

Hersey, P., & Blanchard, K., 1996, *Great Ideas Revisited: Life-Cycle Theory of Leadership, Training & Development*, 50, (1): 42–47.

Ilgel, D.R. & Klein, H.J., 1988, Organisational Behaviour, *Annual Review of Psychology*, 40: 327–351 (Review of leadership research on p. 331).

Jung, D.I. & Avolio, B. J., 2000, Opening the black box: an experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership, *Journal of Organizational Behaviour*, 21: 949–964.

Kirkpatrick, S., & Locke, E.A., 1991, Leadership: Do Traits Matter? *Academy of Management Executive* 5, (2): 48–60.

Manz, C.C., 1992, Self-Leading Work Teams: Moving Beyond Self-Management Myths. In Steers, R.M., Porter, L.W., & Bigley, G.A., 1996, *Motivation and leadership at work* (6th ed.). McGraw-Hill: New York.

Medley, F. & Larochelle, D.R., 1995, Transformational Leadership and Job Satisfaction. *Nursing Management* 26, (9).

Nadler, D.A., & Tushman, M.L. 1990, Beyond the Charismatic Leader: Leadership and Organisational change. *California Management Review* 32: 77–97.
Special Issue: Yearly review of management. *Journal of Management*, 15: 251–289.

Vecchio, R.P., 1987, Situational leadership theory: An examination of a prescriptive theory. *Journal of Applied Psychology*, 72: 444–451.

Yukl, G., 1989, *Managerial leadership: A review of theory and research*.

Yukl, G.A., 1989. *Charismatic and transformational leadership: Leadership in organisations* (2nd ed.). Prentice Hall: Englewood Cliffs.

See also *Journal of Applied Psychology* 76, 1991: Special Leadership edition.

Workshop 5 (Hobart)—26 September 2003

Part A: Organisational Structure and Design

The format of organisations differ widely. The reasons for the diversification of organisational structure and design are considered in Workshop 5, as well as the methods by which labour is divided and departments are formed.

Required Reading:

McShane, Ch 15

Osland, Ch 19

Recommended Reading:

Texts

Greenberg, J. 2002. *Managing behavior in organizations*. Upper Saddle River: Prentice Hall. Chapter 13.

Huczynski, A. & Buchanan, D. 2001. *Organizational behaviour* (4th ed). Harlow: Financial Times – Prentice Hall. Chapters 13, 14, 15 and 16.

Vecchio, R. P., Hearn, G. & Southy, G. 1996. *Organizational behaviour* (2nd ed). Sydney: Harcourt Brace. Chapter 15.

Wood, J., Wallace, J., Zeffane, R., Schermerhorn, J., Hunt, J. and Osborn, R. 2001. *Organisational behaviour* (2nd ed). Brisbane: Wiley. Chapter 6: 204–216.

Part B: Organisational Culture

Organisational culture refers to the values and beliefs which organisational members share. How to create, sustain, manage, transmit will be addressed. The contribution of organisational culture to firm performance will also be investigated.

Required Reading:

McShane, Ch 16

Osland, Ch 14

Recommended Reading:

Texts

Daft, R. L. & Noe, R. A. 2001. *Organizational behaviour*. Fort Worth: Harcourt. Chapter 17.

Huczynski, A. & Buchanan, D. 2001. *Organizational behaviour* (4th ed). Harlow: Financial Times – Prentice Hall. Chapter 19.

Sackman, S. A. 1997. *Cultural complexity in organisations: Inherent contrasts and contradictions*. Sage: Thousand Oaks.

Trice, H. M. & Beyer, J. M. 1993. *The cultures of work organisations*. Englewood Cliffs: Prentice–Hall.

Vecchio, R. P., Hearn, G. & Southy, G. 1996. *Organizational behaviour* (2nd ed). Sydney: Harcourt Brace. Chapter 17.

Wood, J., Wallace, J., Zeffane, R., Schermerhorn, J., Hunt, J. & Osborn, R. 2001. *Organisational behaviour* (2nd ed). Brisbane: Wiley. Chapter 11.

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Cartwright, S. & Cooper, C.L., 1993, The role of culture compatibility in successful organisations, *The Academy of Management Executive*, 7 (3): 57–64.

Denison, R.D., 1984, Bringing Corporate Culture to the Bottom Line, *Organizational dynamics*, 13 (2): 4–23.

- Denison, D.R. & Mishra, A.K. 1995, Toward a Theory of Organizational Culture and Effectiveness, *Organization Science*, 6. (2): 204-223.
- Lewis, D., 1998, How useful a concept is organizational culture? *Strategic Change*, 7: 251–260. See also the reply by Hofstede and the counter reply by Lewis.
- Martin, J. & Siehl, C., 1983, Organizational Culture and Counterculture, An uneasy symbiosis, *Organizational Dynamics*, 12: 52–64.
- Ogbonna, E., & Harris, L.C., 1998, Managing Organizational Culture: Compliance or Genuine Change? *British Journal of Management*, 19 (4): 273–288.
- Pascale, R.T., 1985, The Paradox of Corporate Culture: Reconciling Ourselves to Socialization, *California Management Review*, 27 (2): 26-41.
- Sathe, V. 1983, Implications of Corporate Culture: A Manager's Guide to Action, *Organizational dynamics*, Autumn: 5-23.
- Schein, E.H., 1984, Coming to a New Awareness of Organizational Culture, *Sloan Management Review*, 25 (2): 3–17.
- Schein, E.H., 1983, The Role of the Founder in Creating Organizational Culture, *Organizational Dynamics*, Summer: 13–28.
- Sheridan, J.E., 1992, Organizational Culture and Employee Retention, *Academy of Management Journal*. Dec: 1036–1056.
- Smircich, L. 1983, Concepts of Culture and Organizational Analysis, *Administrative Science Quarterly*, 28 (3): 339–360.
- Vandenberghe, C.M., 1999, Organizational culture, person-culture fit, and turnover: a replication in the health care industry, *Journal of Organizational Behaviour*, 20: 175–184.

Workshop 6 (Launceston)—4 October 2003

Part A: Communication

The role of communication within the organization is explored, barriers to effective communication are considered, and methods for improving organisational communication are suggested.

Required Reading:

McShane, Ch 11
Osland, Ch 7

Recommended Reading:

Texts

- Andrews, D. C. & Andrews, W. D. 1992. *Business communication* (2nd ed). New York: Macmillan.
- Himstreet, W. C., Baty, W. M. & Lehman, C. M. 1993. *Business communications* (10th ed). Belmont: Wadsworth.
- Rasberry, R. W. & Lindsay, L. L. 1994. *Effective managerial communication* (2nd ed). Cincinnati: South-Western.
- Sigband, N. B. & Bell, A. H. 1994. *Communication for managers* (6th ed). Cincinnati: South-Western.

Part B: Conflict and Negotiation

The functional and dysfunction views of conflict, methods for conflict reduction and factors which influence intergroup relations will be identified.

Required Reading:

McShane, Ch 13

Osland, Ch 11

Recommended Reading:

Texts

Ivancevich, J. Olekalns, M. & Matteson, M. 1996. *Organizational behaviour* (4th ed). New York: HarperCollins. Chapters 8 & 9.

Kreitner, R. & Kinicki, A. 1998. *Organizational behaviour* (4th ed). Boston: Irwin-McGraw-Hill. Chapter 11.

Robbins, S. P. 2001. *Organizational behaviour* (9th ed). Upper Saddle River: Prentice Hall. Chapter 13.

Vecchio, R. P., Hearn, G. & Southy, G. 1996. *Organizational behaviour* (2nd ed). Sydney: Harcourt Brace. Chapter 11.

Workshop 7 (Hobart)—18 October 2003

Part A: Power and Politics

The bases and sources of power, as well as the use of power in individual and group behaviour will be discussed. The role of power in organisational politics and the relationship between management and employees will also be reviewed.

Required Reading:

McShane, Ch 12 (400–419)

Osland, Ch 16 (461-469)

Recommended Reading:

Texts

Daft, R. L. & Noe, R. A. 2001. *Organizational behaviour*. Fort Worth: Harcourt. Chapter 12.

Kreitner, R. & Kinicki, A. 1998. *Organizational behaviour* (4th ed). Boston: Irwin-McGraw-Hill. Chapter 11.

Ott, J. 1996. *Classic readings in organizational behaviour* (2nd ed). Belmont: Wadsworth. Chapter 6 – includes 5 readings on power by various authors.

Wood, J., Wallace, J., Zeffane, R., Schermerhorn, J., Hunt, J. & Osborn, R. 2001. *Organisational behaviour* (2nd ed). Brisbane: Wiley. Chapter 12.

Part B: Organisational Change

Here, we investigate what managers can do to actively facilitate change in organisations. The difficulties of achieving change are explored, and methods for overcoming resistance to change are presented. The emphasis is on process (i.e. how managers can best facilitate change) rather than which changes might be strategically appropriate.

Required Reading:

McShane, Ch 17

Osland, Ch 20

Recommended Reading:

Texts

DuBrin, A. J. 1997. *Fundamentals of organizational behavior: An applied approach*. Cincinnati: South-Western. 13: 235–246.

Huczynski, A. & Buchanan, D. 2001. *Organizational behaviour* (4th ed). Harlow: Financial Times – Prentice Hall. Chapter 18.

Ott, J. 1996. *Classic readings in organizational behaviour* (2nd ed). Belmont: Wadsworth. Chapter 7 – includes 7 readings on organisational change by various authors.

Robbins, S. P. 2001. *Organizational behaviour* (9th ed). Upper Saddle River: Prentice Hall. Chapter 13.

Workshop Schedule

Semester 2, 2003

Workshop	Workshop Date	Topic	Text *	Campus
1	19 July	Introduction to Organisational Behaviour Individual behaviour and learning	McShane Ch 1 Mchane Ch 2 Osland Ch 2 (49–57)	Hobart
2	2 August	Perception and personality Values and emotions Job satisfaction and organisational commitment	McShane Ch 3 Osland Ch 8 McShane Ch 4 (110–114) McShane Ch 4 (118–126) McShane Ch 4 (127–132)	Launceston
3	16 August	Motivation	McShane Chs 5 & 6 Osland Ch 4 Osland Ch 18 (508–514)	Hobart
4	6 September	Team Leadership	McShane Ch 8 Osland Ch 9 (231–242) McShane Ch 14 Osland Ch 13	Launceston
5	20 September	Organisational structure and design Organisational culture	McShane Ch 15 Osland Ch 19 McShane Ch 16 Osland Ch 14	Hobart
6	4 October	Communication Conflict and negotiation	McShane Ch 11 Osland Ch 7 McShane Ch 13 Osland Ch 1	Launceston
7	18 October	Power and politics Organisational Change	McShane Ch 12 (400–419) Osland Ch 16 (461–469) McShane Ch 17 Osland Ch 20	Hobart
Examination Period: 25 October—11 November, 2003				