

BMA201
Organisational Behaviour

Semester 5, 2007

This unit will be offered in:

Hobart

The lecturer responsible for this unit is:

Amanda Daly (Lecturer-in-Charge)

Room: A261 (Launceston)

Phone: 6324 3614

Email: Amanda.Daly@utas.edu.au

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

Introduction to the Unit

The primary purpose of this unit is to develop an understanding of the management of modern organizations through knowledge of human behaviour. An understanding of human behaviour is needed to establish and maintain productive working relationships both within the organization (superiors, equals and subordinates) and outside the organization (customers, 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 the study of people in organisations at the levels of the individual, group and organisation. It draws upon concepts, theories and understandings about human behaviour from a diverse range of disciplines, including psychology, social psychology, sociology, anthropology, political science and economics, and applies them in a systematic and integrated way that recognises the contingent nature of management.

The topics set forth in the study schedule begin with a focus on the individual analysis of behaviour looking at factors such as perception, learning, emotions, attitudes and motivation. Next, topics such as teamwork, communication and leadership examine behaviour at the group level. Finally, topics covered at the organisational level of analysis include the distribution of power and influence, conflict management, organisational culture and change, and the relationship between organisational behaviour and performance.

It is hoped that through your active participation in this unit you will gain a rounded appreciation of factors that influence human behaviour in the work environment that lead towards increased productivity, job satisfaction and organisational citizenship.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA Spring School units after the end of the first week of classes, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

Learning Outcomes

On completion of this unit, you should be able to:

- Analyse and discuss the key concepts and theories of human behaviour in organisations
- Describe the main issues facing managers in the field of organisational behaviour
- Identify organisational behaviour work problems and suggest solutions involving the application of key concepts and theories

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

Knowledge

- Demonstrate an understanding of key concepts, theories and understandings relating to Organisational Behaviour

- Use a range of skills to research, analyse and evaluate scholarly work within the field of Organisational Behaviour

Communication Skills

- Demonstrate both verbal and written communication skills
- Present reasoned, coherent arguments in tutorials, essays and examination responses
- Listen to and evaluate the views of others

Problem Solving Skills

- Conceptualise problems related to Organisational Behaviour issues and present solutions
- Locate and use appropriate information for presentation of course work

Global Perspective

- Demonstrate an understanding of international and cross-cultural issues affecting organisational behaviour

Social Responsibility

- Demonstrate an ability to act ethically and be socially responsible in managing the work behaviour of people.

Prerequisites

BMA101 Introduction to Management.

Texts

Prescribed Text

Robbins, S.P., Judge, T.A., Millett, B. & Waters-Marsh, T. 2008. *Organisational behaviour* (5th ed.). Frenchs Forest: Pearson Education Australia.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website: <http://www.utas.edu.au/mgmt/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

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

- Adler, N.J. 1997. *International dimensions of organisational behaviour* (3rd ed.). Cincinnati: South-Western.
- Buchanan, D. & Huczynski, A. 2004. *Organizational behaviour: An introductory text* (5th ed.). Harlow: Prentice Hall Financial Times.
- Daft, R. & Noe, R. 2001. *Organizational behaviour*. Fort Worth, Texas: Harcourt.
- Dubrin, A. J. & Dalglish, C. 2003. *Leadership: An Australian focus*. Brisbane: Wiley.
- Greenberg, J. 2002. *Managing behaviour in organisations* (3rd ed.). Upper Saddle River: Prentice-Hall.
- Hellriegel, D., Slocum, J.W. & Woodman, R.W. 2001. *Organizational behavior* (9th ed.). Cincinnati: South Western.
- Kreitner, R. & Kinicki, A. 2001. *Organisational behaviour* (5th ed.). Chicago: Irwin McGraw Hill.
- McShane, S. & Travaglione, T. 2007. *Organisational behaviour on the Pacific Rim* (2nd ed.). Sydney: McGraw-Hill.
- Mullins, L. J. 2005. *Management and organisational behaviour* (7th ed.). Harlow: Prentice Hall Financial Times.
- Osland, J.S., Kolb, D.A. & Rubin, I.M. 2001. *The organizational behavior reader* (7th ed.). Upper Saddle River, N.J: Prentice Hall.
- Ott, J.S. 1996. *Classic readings in organisational behaviour* (2nd ed.). Belmont: Wadsworth
- Robbins, S.P., Millett, B. & Waters-Marsh, T. 2004. *Organisational behaviour* (4th ed.). Frenchs Forest: Pearson.
- Sackman, S.A. 1997. *Cultural complexity in organizations: Inherent contrasts and contradictions*. Thousand Oaks, CA: Sage.
- Schein, E.H. 1997. *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- 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.
- Wood, J., Zeffane, R., Fromholtz, M. & Fitzgerald, J. 2006. *Organisational behaviour* Brisbane: Wiley.

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

California Management Review

Harvard Business Review

International Journal of Organisational Behaviour
Journal of Applied Psychology
Journal of Management
Journal of Managerial Psychology
Journal of Occupational Psychology
Journal of Organisational Behaviour Management
Journal of Organizational Behaviour
Journal of Personality & Social Psychology
Journal of Management and Organisation
Organizational Behaviour & Human Performance
Organizational Dynamics
Personnel Psychology
Personnel Review

Spring Semester Structure

The Spring Semester consists of two compacted study sessions. The first session runs from 3 December to 7 December—with 3 hours per unit per day. The second session runs from 7 January to 11 January—again with 3 hours per unit per day.

Students are expected to have completed the relevant reading prior to attending the study sessions. Students are also encouraged to devise a study schedule that involves progressive reading of textbooks in preparation for class work and assignment requirements.

Flexible Learning: WebCT Vista

WebCT software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web based environment.

To access WebCT Vista from your own computer you will need the appropriate software, and hardware to run that software. See **Learning Online** at <http://www.utas.edu.au/coursesonline/software.htm> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 1818 if you experience difficulties. The School of Management has prepared a WebCT Information Sheet which includes access guidelines and contact information. It is available to download as a word document from the School of Management website: <http://www.utas.edu.au/mgmt/student.htm>

Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in WebCT please contact the lecturer-in-charge of this unit or view the University of Tasmania WebCT Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy/index.html>.

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			
Multiple choice test	25	Wednesday, 19 December 2007	1.5 hours
OR			
Case Studies			4 x 500 words each
Essay	25	Monday, 7 January 2008	2500 words
Examination	50	Exam Period	3 hours
Total Marks	100		

* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Test

Format

The test is comprised of 40 multiple-choice questions. Questions are taken from chapters 1-8 and 11 in your textbook. You will complete the test on WebCT Vista.

The test is not compulsory. You may choose to submit the case studies assignment instead of completing the test.

Examination

Format

The three (3) hour closed book examination is worth fifty (50) per cent of the total marks. The examination will be designed to test your knowledge and understanding of the broad concepts of organisational behaviour and how they relate to current issues. The examination will cover the entire syllabus.

Section A of the exam will comprise a Case Study worth 10 marks. Section B of the exam will consist of six questions from which you will be asked to answer any four. Each question is worth 10 marks.

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.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Catalyst Officer, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Catalyst Officer is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at: <http://www.utas.edu.au/students/index.html>

Should a student require assistance in accessing the Library visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:

http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

Submission of Coursework

Lodging Coursework

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

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

All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

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

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box at room 316, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

All coursework must be handed in at 2.00 p.m. on the due date.

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.

Tests

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so 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 request. The telephone number of the doctor should also be included.

Return of Coursework

Coursework will be returned during class or it can be collected from the lecturer's room at nominated times. It will not be available from the School's offices.

Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of

Student Discipline—Part 3 Academic Misconduct, see
<http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

Occupational health and safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at:
http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

Assessment

Assessment 1 – Option 1: Multiple Choice Test

Due Date: Wednesday, 19 December 2007

Length: 1.5 hours

Value: 25 marks

This test will consist of 40 ‘Multiple Choice’ questions, drawn from Chapters 1, 2, 3, 4, 5, 6, 7, 8 and 11 of the prescribed text. The test must be completed through WebCT Vista. You can complete the test at any time of the day on Wednesday, 19 December 2007. However your time will be limited. Once you log in, you have only 1.5 hours to complete all questions. Questions will be randomly assigned to students and you have only one attempt per question. Once you have answered a question and submitted your answer, the next question will be shown.

A practice test will be made available on Friday 7 December so you can understand how to use the technology. Additionally, the multiple choice test will be demonstrated in class on 7 December.

This test is not compulsory. You have the option of either submitting the case studies assignment (see next page) OR taking this test.

Assessment 1 – Option 2: Case Studies

Due Date: Wednesday, 19 December 2007

Length: 500 words each; 2000 words in total

Value: 25 marks

You are required to complete **four (4) case studies** from the list below. You can access all of the case studies in your textbook.

Case Study	Page No. (Robbins et al., 2008)
2	p.68
7	pp. 245-246
8	pp.282-283
11	p.392

Presentation of Case Studies

Write answers to each question, numbering your responses.

You do not require additional references unless citing the work of other authors.

The left-hand margin must be at least 2.5cm wide to allow for marker's comments.

All assignments must be **double spaced** to allow for marker's comments.

All pages (except cover page if there is one) must be **numbered**. Use only one side of the paper. Fasten pages securely in the top left-hand corner.

Assessment 2: Essay

Due Date: Monday, 7 January 2008

Students are required to submit their essay in both hard copy (as per normal procedure) and as an electronic document via the Turn-it-In software program on WebCT Vista.

Length: 2500 words

Value: 25%

Requirement

You are required to write an essay on one of the three topics listed below. For assistance with essay writing, refer to <http://www.utas.edu.au/assignmenthelp/Resources/essays.htm>

Essay Questions

1. *Motivation*
“Recognition may be motivational for the moment but it doesn’t have any staying power. It is an empty reinforcer” (Robbins, et al, 2008, p. 242). Critically analyse the techniques used by organisations to motivate employees. In your answer, you should consider the diversity within the Australian workforce.
2. *Personality*
“Thirty-five years ago, the young employees we hired were ambitious, conscientious, hardworking and honest. Today’s young workers don’t have the same values.” Critically analyse this statement. In your answer, you should consider the generational differences within the Australian workforce.
3. *Communication*
Critically review the impact of supervisor communication on job satisfaction. In your answer, you should provide examples of different industries (taken from contemporary academic research).

Word Limit

The word limit is all inclusive. This means that in-text references and quotes but not end-of-text references are all to be included in the word count.

The rule of +/- 10% of the word limit applies.

Presentation

The left-hand margin must be at least 2.5cm wide to allow for marker’s comments.

All assignments must be **double spaced** to allow for marker’s comments.

All pages (except cover page if there is one) must be **numbered**. Use only one side of the paper. Fasten pages securely in the top left-hand corner.

References

You are required to use a **minimum of twelve (12) references** from a range of relevant texts and academic journals. It is expected that **at least eight (8) references** will be from academic journals; additional references should be from academic books. Unless accessing statistical data or information to provide examples in Australian organisations, please refrain from using material sourced from the internet. (NB This does not exclude you from referring to e-journals accessed through the library databases.)

The required minimum number of references would provide you with a basic level of literature upon which to base your essay. If you aim to achieve a high result for this assessment task, you will need to use more than the minimum number of references.

Ideally, you should paraphrase the literature to develop a clear argument and demonstrate your understanding of the key issues. You should minimise the use of direct quotes.

You should follow the School of Management's referencing guidelines:

http://www.utas.edu.au/mgmt/student/ref_style.html

Marking criteria

Your assignment will be graded taking into account the extent to which you have:

- answered the question set, kept to the topic and covered only relevant issues;
- expressed other people's ideas in your own words and gone beyond what they have said on the topic by integrating a range of literature;
- demonstrated that you understand the statement, the issues it covers and the debates it gives rise to;
- taken a critical orientation to the argument put by the statement that recognises, considers and weighs-up competing viewpoints;
- shown in the content of your essay that you have read the relevant literature;
- structured your essay into a clear flow of argument or reasoning that makes sense and is persuasive;
- been clear and concise in your expression;
- paid attention to the rules of writing in relation to paragraphing, punctuation, spelling, etc.;
- appropriately cited references;
- kept to the approximate word length; and
- gone beyond mere description.

Marks will be allocated as follows:

Presentation and structure (incl. spelling, grammar, essay structure)	15%
Research and referencing	15%
Discussion of key concepts	30%
Critical analysis of key concepts	35%
Word limit	5%
TOTAL	100% (25 marks)

Study Schedule

Semester 5, 2007

Start of Week	Session One Topics	Chapter	Comments
3 December 2007	Introduction to Organisational Behaviour; Foundations of Individual Behaviour	1 & 2	
4 December 2007	Attitudes, Job Satisfaction, Personality	3 & 4	
5 December 2007	Perception, Learning & Decision-making	5	
6 December 2007	Motivation	6 & 7	
7 December 2007	Emotions and Communication	8 & 11	Practice Test 19 December Assessment 1 due
Start of Week	Session Two Topics	Chapter	Comments
7 January 2008	Groups and Teams	9 & 10	Assessment 2 due
8 January 2008	Leadership	12 & 13	
9 January 2008	Power, Politics and Conflict	14 & 15	
10 January 2008	Organisational Culture and Change	17 & 19	
11 January 2008	Organisational Performance, Conclusion	18	
<p>A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm.</p>			