

**BMA581**  
**Organisational Behaviour**  
**(Flexible)**

*Semester 2, 2009*

The lecturing team responsible will be:

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

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## 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 improve the management of organisations through the development of 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, and attempt to predict 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, including the distribution of power, the impact of politics, conflict management 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, and the processes involved in organisational change and adaptation required to meet 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.

### Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, 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.

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## Learning Outcomes

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

- Better understand some of the individual, group and organisational level influences on human behaviour in organisations.
- Analyse behavioural problems in the workplace and suggest ways of improving work performance based on relevant OB theory.
- Review scholarly literature on specific aspects of OB research in order to facilitate evidence-based management practice.

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## 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

- Students will be presented with major theories within the contributing disciplines in relation to the behaviour of people in the working environment as the basis for their understanding of organisational behaviour.
- Students will use a range of skills to research, analyse and evaluate scholarly work within the field for the purpose of writing essays and answers to examination questions.

### Communication Skills

- Students will be required to demonstrate both verbal and written communication skills.
- Students will present reasoned, coherent arguments in workshops, essays and other assessment items.

### Problem Solving Skills

- Students will conceptualise problems related to work behaviour issues and present solutions.
- Students will locate and use relevant information for the presentation of coursework.

### Global Perspective

- Students will demonstrate a global and cross-cultural perspective regarding the behaviour of individuals in the working environment.

### Social Responsibility

- Students will be encouraged to act ethically and with social responsibility in managing the work behaviour of people.

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## Texts

### Prescribed Text

Robbins, S.P., Judge, T.A., Millett, B. & Waters-Marsh, T. 2008. *Organisational behaviour* (5<sup>th</sup> ed.). Frenchs Forest, NSW: Pearson/Prentice Hall.

### 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*

*Referencing Style Manual*

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## 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 & climate*. Thousand Oaks, CA: Sage.
- Daft, R. & Noe, R. 2001. *Organizational behaviour*. Fort Worth, Texas: Harcourt.
- George, J.M. & Jones, G.R. 2002. *Organizational behaviour* (3<sup>rd</sup> ed.). Upper Saddle River: Prentice Hall.
- Hellriegel, D., Slocum, J.W., & Woodman, R.W. 2001. *Organizational behavior* (9<sup>th</sup> ed.). Cincinnati: South Western.
- Huczynski, A. & Buchanan, D. 2004. *Organizational behaviour* (5<sup>th</sup> ed.). Harlow, England: Financial Times-Prentice Hall.
- Kreitner, R. & Kinicki, A. 2001. *Organisational behaviour* (5<sup>th</sup> ed.). Chicago: Irwin McGraw Hill.
- Luthans, F. 2005. *Organisational behaviour* (10<sup>th</sup> ed.). New York: McGraw Hill.
- McShane, S.L. & Travaglione, T. 2003. *Organisational behaviour: On the Pacific rim*. Roseville NSW: McGraw Hill.
- McShane, S.L. & Von Glinow, M A. 2000. *Organizational behavior*. Boston: Irwin McGraw Hill.
- Osland, J.S., Kolb, D.A., & Rubin, I.M. (Eds). 2001. *The organisational behaviour reader*. New Jersey: Prentice Hall.
- Ott, J. 1996. *Classic readings in organisational behaviour* (2<sup>nd</sup> ed.). Belmont: Wadsworth.
- Robbins, S.P. 2006. *Organisation theory: Concepts and cases*. New York; Sydney: Prentice Hall.
- Schein, E.H. 1997. *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Wagner, J. A. & Hollenbeck, J.R. 2005. *Organisational behaviour: Securing competitive advantage*. Australia: Thompson.
- Wood, J., Wallace, J., Zeffane, R., Schermerhorn, J., Hunt, J., & Osborn, R. 2001. *Organisational behaviour* (2<sup>nd</sup> ed.). 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*

*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 Behaviour & Human Performance*  
*Organizational Dynamics*  
*Personnel Psychology*  
*Sloan Management Review*

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## Unit Structure

If you are enrolled in the MBA Health Management course, this unit comprises a mixture of face-to-face and on-line interactions with staff, CD-based flexible learning resources and an online component of study delivered via MyLO (the UTAS learning management system). The learning resources and face-to-face teaching is based around seven modules of content. Three all-day workshops will provide a review of module theory, an opportunity to discuss the material with your lecturer and fellow students and a range of additional learning activities. Five one-hour on-line discussions with the lecturer will also be available; see the study schedule on page 14 for dates and times.

If you are a distance study you should join the on-line discussion times and ensure you work through all provided materials on the CD and MyLO.

As the average study time recommended for a unit in the MBA is approximately 10 hours per week, you might expect to spend about 130 hours of your time on this unit over the semester including any scheduled discussion times. This means that most of your time should be allocated to working through the modules, assigned reading and assessment tasks. You will find that you get a lot more out of the face-to-face teaching component if you are adequately prepared.

\* Please note that the lecturer for this subject works part-time; therefore you will only receive a response to emails you send on the days that the lecturer is on campus (Wednesday and Friday; 8:30 am – 4:30 pm).

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## Flexible Learning: MyLO

MyLO 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 MyLO from your own computer you will need the appropriate software, and hardware to run that software. See **Learning Online** at <http://uconnect.utas.edu.au/> 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 6226 1818 if you experience difficulties.

## 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 MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

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## 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*
<b>Coursework</b> 4 x Theory/Practice Folio reports (your best 3 marks will be totalled)	50%	10 August, 24 August, 21 September, 19 October. All items due by 2.00 pm on due date (email submission - see p.11)	1200 words each*
On-line tests	20%	Modules 2-7	10 minutes
<b>Take-home Examination</b>	30%	Exam Period	2 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.

## Examination

### *Format*

The exam will include two long essay questions, reflecting a weighting of 30% of the available marks in the unit. Details of the best preparation strategies for the exam are provided in the assessment details section of this outline.

### *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 Student Adviser, 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 Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. 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](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, it must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

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## 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/mgmt/student.htm>

Students are required to upload an electronic copy of their coursework to the unit's MyLO web-page.

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.

**All coursework must be uploaded by 2.00 pm 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 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 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](http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf)

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# **Workshop Program (Sydney Students)**

## **WORKSHOP 1: 8 AUGUST 2009**

### **Foundations of organisational behaviour**

- Student and lecturer introductions/expectations
- Review unit outline & assessment tasks
- **Review of Module 1**
  - Pre-module reflective journal
  - Lecture summary
  - Video illustration
  - Case study/group discussion
  - Post-module reflective journal

### **Individual differences**

- **Review of Module 2:**
  - Pre-module reflective journal
  - Lecture summary
  - Video illustration
  - Case study/group discussion
  - In-class test
  - Post-module reflective journal
- **Module 2 tutorial**
  - Review set journal article and folio task

### **Learning, motivation and performance**

- **Review of Module 3:**
  - Pre-module reflective journal
  - Lecture summary
  - Video illustration
  - Case study/group discussion
  - In-class test
  - Post-module reflective journal
- **Module 3 tutorial**
  - Review set journal article and folio task

## **WORKSHOP 2: 12 SEPTEMBER 2009**

### **The dynamics of teams and workgroups**

- **Review of Module 4:**
  - Pre-module reflective journal
  - Lecture summary
  - Video illustration
  - Case study/group discussion
  - In-class test
  - Post-module reflective journal
- **Module 4 tutorial**
  - Review set journal article and folio task

## Leadership

- **Review of Module 5:**
  - Pre-module reflective journal
  - Lecture summary
  - Video illustration
  - Case study/group discussion
  - In-class test
  - Post-module reflective journal
- **Module 5 tutorial**
  - Review set journal article and folio task

## WORKSHOP 3: 10 OCTOBER 2009

### Structure and culture

- **Review of Module 6:**
  - Pre-module reflective journal
  - Lecture summary
  - Video illustration
  - Case study/group discussion
  - In-class test
  - Post-module reflective journal
- **Module 6 tutorial**
  - Review set journal article and folio task

### Organisational change and development

- **Review of Module 7:**
  - Pre-module reflective journal
  - Lecture summary
  - Video illustration
  - Case study/group discussion
  - In-class test
  - Post-module reflective journal
- **Module 7 tutorial**
  - Review set journal article and folio task

### *Journal entries - reflective practice learning outcomes*

Critical to your development as an independent lifelong learner is your ability to reflect on and learn from your experience. Most organisations hire their employees for a range of skills, of which reflective practice ranks highly. Consequently, we ask you to engage with the process of critical self-reflection. Each module in the unit contains two reflective journal entries you will draw on to construct a meta-reflective analysis of your learning in the unit as a whole. You should make reference to any theory, pieces of research and ideas that were central in developing your understanding, commenting specifically on how this learning will be of practical utility in your roles (or future roles) as both a manager and an employee of an organisation. Post-module reflections may also feature examination of how specific learning activities (eg. reading, listening to lecture presentations, completing folio tasks, undertaking group discussion, and case studies, watching videos, etc.) contributed to your understanding of a topic and whether you might think or behave differently as a result. The structured pre- and post-module journal entries contained on the CD and interaction with staff and other students will help you to reflect on what you have learned. You are expected to comment on one key topic from each of the modules (avoiding topics that were assessed in your folio reports). **The material contained in your journal entries (whilst not directly assessed) will provide a base for you to draw upon in preparing for the final exam. It is thus important that you complete these entries as you progress through the course and be prepared to discuss them in workshops.**

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## Assignment Topics

### Theory/practice folio reports x 4

*Due Dates:* Folio reports are generally due a week after the relevant workshop (see Study Schedule on page 13 for submission dates).

*Length:* 1200 words each

*Value:* 50%.  
Each folio will be scored out of 20 marks and your best 3 marks will be aggregated and weighted.

These reports will allow you to construct a portfolio of an organisation that examines how OB theory and research is relevant to effective management.

### *Learning outcomes*

These analysis tasks are designed to help you develop your own evidence-based management practice. That is, you will learn to synthesise and apply OB theory and research to enhance organisational performance and personal achievement. By seeing the process through which theory becomes applied to practice in your own or another's context, you will learn more effectively the context in which you can use your studies.

- This assessment is designed to test your ability to research and synthesise a selection of academic literature for the purposes of exploring a wide range of topics in organisational behaviour.
- The tasks involve having to apply a specific aspect of module content to real-world examples - either from your own job or organisation, or that of an interviewee, in order to demonstrate your understanding of it.
- One folio report needs to be completed for each of modules 2&3; 4 or 5; 6 or 7 (you will have a choice of two options for each module). The first and second folio reports from modules 2 and 3 are compulsory. From module 2 choose Option 1 or 2 to write the folio task. Detailed feedback will be given on this folio task so that your lecturer can give you clear feedback about your work. From module 3 choose Option 1 or 2 to write the folio task. This will enable a folio task that focuses on the individual level analysis of behaviour to be completed by you. From module 4 or 5 choose Option 1 or 2 to write the folio task. This will enable a folio task that focuses on the group level analysis of behaviour to be completed by you. From module 6 or 7 choose Option 1 or 2 to write the folio task. This will enable a folio task that focuses on the organisational level analysis of behaviour to be completed by you.
- Each report will be able to be completed in approximately 1200 words (10% under or over the word limit will be tolerated without penalty).
- In your report you must cite the required reading (relevant text chapter and journal article provided on the CD) as well as at least two additional published journal articles (not websites) that you have found, by linking them to your analysis. You should refer to these sources using the School of Management referencing style.
- Marking criteria and performance standards will be made available on MyLO.
- You may submit these assignments to your lecturer's email for electronic feedback; ensure you also include the relevant cover sheet and title page (download from the School of Management website - <http://www.utas.edu.au/mgmt/student.htm>).

## **On-line tests x 6**

- Dates:* Modules 2-7 (see study schedule)
- Length:* 10 multiple choice items
- Value:* 20%. Your best 5 marks will be aggregated and weighted.

These tests will review the textbook chapters set as background reading for the workshops. Your textbook comes with an access code to My OB Lab which is a website containing practice questions.

The test must be taken at a time of your choice during the weeks advised by your Lecturer-in-Charge. Each test will be randomly constructed for every student. Students will need to log on to MyLO using their University electronic mail username and password. A time limit of 10 minutes will apply. Specific direction concerning the procedures relating to tests will be available on MyLO.

## **Final Exam**

*Length:* 2 hours

*Value:* 30%

The exam is designed to test your cumulative understanding of the course content and assess your ability to reflect on your learning about organisational behaviour as a field of study. The first essay question (worth 15 marks) will assess your reflective practice in relation to each of the unit modules (see note in the Workshop Program about the importance of the reflective journal process). The second essay question (also worth 15 marks) will consist of a case study analysis which will require you to analyse issues at the individual, group and organisational levels. The exam questions are based on content drawn from the CD modules which are reviewed in workshops.

# Study Schedule

Semester 2, 2009

Workshops: Saturdays 10:00 am – 4:00 pm (Sydney venue TBA)

Week	Date	Workshop Topic	Learning tasks	Due Dates
1	13 July	<b>Module 1</b> Introduction to Organisational Behaviour	<i>Review CD module 1 and complete assigned text reading</i>	18 July on-line discussion 11:30 – 12:30
2	20 July	<b>Module 2</b> Individual differences Tutorial: Module 2 Folio	<i>Before class complete module 2 (CD and assigned text reading)</i>	
3	27 July	<b>Module 3</b> Learning, motivation and performance Tutorial: Module 3 Folio	<i>Before class complete module 3 (CD and assigned text reading)</i>	1 August on-line discussion 11:30 – 12:30
4	3 August	<b>WORKSHOP 1</b>		<b>8 August</b>
5	10 August	<b>Module 4</b> The dynamics of teams and workgroups Tutorial: Module 4 Folio	<i>Before class complete module 4 (CD and assigned text reading)</i>	<b>Mod 2 Folio due 10 August</b>
6	17 August		<i>Self-paced study</i>	22 August on-line discussion 11:30 – 12:30
7	24 August	<b>Module 5</b> Leadership Tutorial: Module 5 Folio	<i>Before class complete module 5 (CD and assigned text reading)</i>	<b>Mod 3 Folio due 24 August</b>
Mid-semester break	31 August		<i>Self-paced study</i>	
8	7 Sept	<b>WORKSHOP 2</b>		<b>12 Sept</b>
9	14 Sept	<b>Module 6</b> Organisational structure and culture Tutorial: Module 6 Folio	<i>Before class complete module 6 (CD and assigned text reading)</i>	19 Sept on-line discussion 11:30 – 12:30
10	21 Sept		<i>Self-paced study</i>	<b>Mod 4 or 5 Folio due 21 September</b>
11	28 Sept	<b>Module 7</b> Organisational Change and Development Tutorial: Module 7 Folio	<i>Before class complete module 7 (CD and assigned text reading)</i>	
12	5 Oct	<b>WORKSHOP 3</b>		<b>10 Oct</b>
13	12 Oct		<i>Self-paced study</i>	17 Oct on-line discussion 11:30 – 12:30
Study Break	19 Oct		<i>Self-paced study</i>	<b>Mod 6 or 7 Folio due 19 October</b>
Examination Period 26 October – 10 November 2008				
A Calendar/Study Planner showing dates is available from the School of Management website at <a href="http://www.utas.edu.au/mgmt/student.htm">http://www.utas.edu.au/mgmt/student.htm</a> .				