Tasmanian School of Business and Economics

BMA547
ORGANISATIONAL BEHAVIOUR

Semester 2, 2018
Unit Outline

Dr Kim Backhouse
CONTACT DETAILS

Unit coordinator

Unit coordinator: Dr Kim Backhouse
Campus: Hobart
Email: Kim.Backhouse@utas.edu.au
Phone: 0409 975 249
Consultation hours: By appointment via email
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NOTICE
This Unit Outline refers to the Unit Outline Essential Information resource which includes information, policies and requirements relevant to this unit. You must read the Essential Information resource as it is considered part of this Unit Outline.

WHAT IS THE UNIT ABOUT?

Unit description
Organisational Behaviour (OB) 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. To do this, managers must be able to understand the behaviour of others and attempt to predict and influence it. 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.

Organisational Behaviour is a field of study that 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 takes an integrated and contingency approach to management, has an applied focus, and 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 diversity, attitudes, personality, values, emotions, mood, perception, decision-making, job satisfaction and motivation. These topics are central to understanding individuals both as employees and as managers. Next, the analysis of behaviour at the group level examines the dynamics of group and team behaviour, communication, 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, stress and the processes involved in organisational change. Understanding these subjects enables the organisation to make adaptations required to meet the ever-increasing demands of the competitive global marketplace.
Intended Learning Outcomes

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

1. Understand and explain the complexity of key individual, group and organisational level influences on human behaviour in organisations.

2. Knowledge of theories, concepts and models in Organisational Behaviour and the ability to apply them critically and creatively to topical issues.

3. Apply current theory and practice to personal workplace experience.

4. To effectively communicate Organisational Behaviour theory and practice.

HOW WILL I BE ASSESSED?

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Task 1: Online tests</td>
<td>25% (5x5%)</td>
<td>1.2.&amp;.3</td>
<td></td>
</tr>
<tr>
<td>Assessment Task 2: Presentation of a case study</td>
<td>10%</td>
<td>1 &amp; 4</td>
<td></td>
</tr>
<tr>
<td>Assessment Task 3: Analytical report</td>
<td>35%</td>
<td>2 &amp; 4</td>
<td></td>
</tr>
<tr>
<td>Assessment Task 4: Essay</td>
<td>30%</td>
<td>3 &amp; 4</td>
<td></td>
</tr>
</tbody>
</table>

Assessment details

Assessment task 1

Task description: Online test - (scenario multiple choice, end of study weeks 4, 6, 8, 10 & 12) – individual work.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Identify key implications arising from OB issues.</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>Identify and discuss strategies to improve work performance based on relevant OB theory.</td>
</tr>
<tr>
<td>Criterion 3</td>
<td>Apply specific aspects of OB theory from the analysis to real world examples.</td>
</tr>
</tbody>
</table>

Due by date: 5.00pm Friday (following completion of Module i.e. 10 & 24 August, 7 & 21 September, 5 October respectively).
### Assessment task 2

**Task description**

Presentation of a case study – group work (may be individual for off-campus students).

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criterion 1</strong></td>
<td>Identify and explain key individual, group and organisational level influences on human behaviour.</td>
</tr>
<tr>
<td><strong>Criterion 2</strong></td>
<td>Identify key implications arising from OB issues.</td>
</tr>
<tr>
<td><strong>Criterion 3</strong></td>
<td>Integrate theory, research and examples to illustrate understanding.</td>
</tr>
<tr>
<td><strong>Criterion 4</strong></td>
<td>Communicate in Australian workplace standard language, literacy and formats.</td>
</tr>
<tr>
<td><strong>Criterion 5</strong></td>
<td>Communicate complex information in oral English language to justify and defend a position.</td>
</tr>
</tbody>
</table>

**Due by date**

Various - workshop and sessions arranged for distance students. Arrangements will be finalised for face to face students and distance students in week 2.

### Assessment task 3

**Task description**

Analytical Report relating to the group level - group and individual work.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criterion 1</strong></td>
<td>Analyse and evaluate OB issues and apply theories, concepts and models.</td>
</tr>
<tr>
<td><strong>Criterion 2</strong></td>
<td>Identify and discuss strategies to improve work performance based on relevant OB theory.</td>
</tr>
<tr>
<td><strong>Criterion 3</strong></td>
<td>Use theories, concepts and models to justify and defend understanding of topical Organisational Behaviour issues.</td>
</tr>
<tr>
<td><strong>Criterion 4</strong></td>
<td>Communicate in Australian workplace standard language, literacy and formats.</td>
</tr>
<tr>
<td><strong>Criterion 5</strong></td>
<td>Use scholarly and discipline-specific language and formats (including Harvard referencing conventions).</td>
</tr>
</tbody>
</table>

**Task length**

2500 Words

**Due by date**

Friday 28 September, 5.00pm
**Assessment task 4**

<table>
<thead>
<tr>
<th>Description / conditions</th>
<th>Essay relating to the organisational level – individual work</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criterion</strong></td>
<td><strong>Measures Intended Learning Outcome:</strong></td>
</tr>
<tr>
<td><strong>Criterion 1</strong></td>
<td>Analyse and summarise academic literature in OB. 2</td>
</tr>
<tr>
<td><strong>Criterion 2</strong></td>
<td>Identify and discuss strategies to improve work performance based on relevant OB theory. 2</td>
</tr>
<tr>
<td><strong>Criterion 3</strong></td>
<td>Use theories, concepts and models to justify and defend understanding of topical Organisational Behaviour issues. 2</td>
</tr>
<tr>
<td><strong>Criterion 4</strong></td>
<td>Communicate in Australian workplace standard language, literacy and formats. 4</td>
</tr>
<tr>
<td><strong>Criterion 5</strong></td>
<td>Use scholarly and discipline-specific language and formats (including Harvard referencing conventions). 4</td>
</tr>
</tbody>
</table>

**Task Length**

2000 words

**Due by date**

Friday 19 October, 5.00pm

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**WHAT LEARNING OPPORTUNITIES ARE THERE?**

**Resources**

**Required readings**

You will need the following text:


Available also as an eText at http://www.pearson.com.au/9781292146447

**Recommended readings**

While there is no expectation for you to read further than the prescribed text and journal articles in the study schedule, there is a range of other OB texts and journals available if you are interested in extending your understanding of OB theory and practice. All recommended textbooks, or a previous edition, are available from the Morris Miller Library. Besides those listed below there are many eBooks available from the UTAS catalogue which allow five minutes browsing.

Annual review of organizational psychology and organizational behaviour, 2015, Annual Reviews, Vol. 2.


Hellriegel, D & Slocum, JW 2010, Organizational behaviour, 13th edn, Cengage Learning, Boston.


Kreitner, R & Kinicki, A 2013, Organisational behaviour, 10th edn, McGraw-Hill College, Chicago.


Robbins, SP, Judge, TA, Millett, B & Boyle, M 2017, Organisational behaviour, 8th edn, Pearson Australia, Frenchs Forest, NSW.

Schein, EH 2010, Organizational culture and leadership, 4th edn, John Wiley & Sons, San Francisco.

Reading Lists

Reading Lists provide direct access to all material on unit reading lists in one place. This includes eReadings and items in Reserve. You can access the Reading List for this unit from the link in MyLO, or by going to the Reading Lists page on the University Library website.

In addition to the texts recommended above, you are also expected to be familiar with the key academic journals in the discipline from which useful insights may be derived. In particular, you are encouraged to review regularly the relevant papers that are published in:

- 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
Details of teaching arrangements*

Workshops:

Students enrolled in the Hobart face to face classes will be expected to attend a three (3) hour workshop on Thursday OR Friday each week. At this stage, due to enrolment numbers there will be one workshop conducted on Friday from 5pm to 8pm. If enrolment numbers increase then workshops will be offered on both days.

Blended Learning Mode:

We will be using the 17th edition of the textbook, Organizational behavior by Robbins and Judge. This is among the most widely used OB textbook in the world (currently translated into twenty languages) and reflects the most recent research and business events within the field of organisational behaviour worldwide. I have prescribed it since, for a first semester postgraduate level unit, it provides a clear writing style, cutting-edge content, and intuitive pedagogy.

All students will have access to the PowerPoints associated with the textbook. These have enhanced notations in the Notes section so they now provide a much more comprehensive resource. For on-campus students a series of workshops are scheduled each week throughout the semester. These workshops will provide you with the opportunity to share your insights, explore ideas and discuss assessment items with the lecturer and other students. They will not simply follow the textbook – reading that is your responsibility. Likewise, off-campus students will have access to a collaborate session each week and I will endevour to determine the most suitable time. For other issues I will make appropriate video recordings and load them either directly to MyLO or the UTAS YouTube channel.

Assessments for both groups are now consistent although there may be some leeway for parts of groupwork. However, a significant section of the course is about The Group and since you are required to analyse your own performance within the group situation, the groupwork is central to your learning outcomes.

Each online test will consist of a set of scenarios randomly drawn from a large group covering the previous module with multiple choice answers. You will find these challenging but they are an excellent way of judging how much of the module has ‘stuck’.

In the Study Schedule you will find a series of seminal journal articles which will be uploaded to MyLO. These will be useful for those who desire to extend their understanding of OB theory and practice or as support materials for assessments. In that regard the use of the Endnotes after each chapter of Robbins and Judge (2017) and then ProQuest database (via http://www.utas.edu.au/library) to find the full text is highly recommended.
Distance Mode:

Workshops will be recorded each week for distance students. Please listen to the recordings each week and watch out for regular MyLO posts regarding your instructions each week to assist you with your studies.

Specific attendance/performance requirements

In this unit, your active engagement will be monitored in the following way:

1. Introducing yourself on social café via MyLO by week 2;
2. In class activity in Week 3. Distant students to complete by Week 3.

If you do not demonstrate evidence of having engaged actively with this unit by completing these two activities by Week 4 of semester, your enrolment may be cancelled or you may be withdrawn from the unit.

Unit schedule

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE BEGINNING</th>
<th>TOPIC/MODULE/FOCUS AREA</th>
<th>ACTIVITIES</th>
<th>RESOURCES/READINGS/FURTHER INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Assignment/Module</td>
<td>References/Books/Articles</td>
<td></td>
<td></td>
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<tr>
<td>-------</td>
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</table>
| 30 July | **Module 2 cont. – The Individual (Emotions and moods, Perception and Individual Decision-making)** | Assessment 2 - Short case study due | Robbins, SP & Judge (2017) – chapters 4 & 6 
| 6 August | **Module 3 – The Individual (Attitudes and Job Satisfaction, Motivation Concepts)** | Assessment 1 - Online test - all | Assessment 2 - Short case study due - some | Robbins, SP & Judge (2017) – chapters 3 & 7 
| 13 August | **Module 3 cont. – The Individual** | | Robbins, SP & Judge (2017) – chapter 8 
Bernhard, F & O’Driscoll, MP 2011, ‘Psychological ownership in small family-owned businesses: leadership style and nonfamily-employees’ work attitudes and behaviours’, |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Assessment 1</th>
<th>Assessment 2</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mid-semester break: 3 September to 7 September (inclusive)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Golden, TD, Veiga, JF & Dino, RN 2008, ‘The impact of professional isolation on teleworker
<table>
<thead>
<tr>
<th></th>
<th>17 Sept</th>
<th>24 Sept</th>
<th>1 Oct</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9</strong></td>
<td><strong>Module 5 – The Group (cont.)</strong>&lt;br&gt;<strong>Power and Politics</strong></td>
<td><strong>Module 6 – The Organisation</strong>&lt;br&gt;<strong>Foundations of Organisational Structure</strong></td>
<td><strong>Module 6 – The Organisation (cont.)</strong>&lt;br&gt;<strong>Organisational Culture</strong></td>
</tr>
<tr>
<td><strong>10</strong></td>
<td><strong>Assessment 1 - Online test - all</strong>&lt;br&gt;<strong>Assessment 3 - Analytical report due Friday 28 September 5.00pm</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>11</strong></td>
<td></td>
<td></td>
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</tr>
</tbody>
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**job performance and turnover intentions: does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter?’, Journal of Applied Psychology, vol. 93, no. 6, pp. 1412-1421.**


Robbins, SP & Judge (2017) – chapter 13


Robbins, SP & Judge (2017) – chapter 15

Robbins, SP & Judge (2017) – chapter 16

<table>
<thead>
<tr>
<th>No.</th>
<th>Date</th>
<th>Activity</th>
<th>Reading/Study Sources</th>
</tr>
</thead>
</table>
ACCREDITATION

AACSB Accreditation

The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.