MGMT1002

MANAGING ORGANISATIONAL BEHAVIOUR

Session 2: 2005

Course Convenor:
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Consultation time: anytime, but call or email first.
COURSE OVERVIEW AND APPROACH TO LEARNING:

This course introduces students to the way that organisational forms and management ideas and strategies have evolved. It identifies and applies a range of theories and concepts that have been developed by various scholars to explain organisational life. In addition, it encourages students to consider and interpret recent organisational developments using these theoretical frameworks.

PURPOSE:

*Managing Organisational Behaviour* is one of five compulsory subjects required for a major in Management. It is also one of the subjects that makes up a minor in Management.

COURSE OBJECTIVES:

- to introduce a range of theoretical approaches which explain the way organisations and management have evolved and now operate
- to identify the political, psycho-social and cultural factors which influence organisational behaviour and management behaviour
- to consider the relationship between different organisational structures and management practices
- to explore social aspects of work, such as gender relations, power, group dynamics, conflict and motivation
- to examine the current interest in, and strategies adopted for, managing diversity and work/life balance in organisations

SUCCESSFUL COMPLETION OF THIS COURSE SHOULD ENABLE A STUDENT TO:

- acquire a solid theoretical and practical perspective on organisational behaviour and a working knowledge of the key concepts and debates in this area
- develop a facility for critical analysis of theories, models, and paradigms in the social sciences
- have an understanding of work processes within current and future workplaces and organisations and acquire an enhanced ability to influence these processes in an informed manner
- develop research, writing and speaking skills necessary for work and further study
- strengthen key competencies in group participation, oral and written communication and persuasion, critical thinking, problem-solving, information processing and planning.
# SUBJECT ADMINISTRATION AND STUDENT RESOURCES

Lecture time: Thursday, 2-4 pm CLB6

*Lecture and tutorial timetable*

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lecture Topic</th>
<th>Tutorial Topic</th>
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<tbody>
<tr>
<td>1</td>
<td>31 July</td>
<td>Introduction to course</td>
<td>No tutorials</td>
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<tr>
<td>2</td>
<td>7 August</td>
<td>What do managers do? How do they view organisations?</td>
<td>Introduction, administration and tutorial allocation</td>
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<tr>
<td>3</td>
<td>14 August</td>
<td>The meaning and nature of work</td>
<td>Managerial work, Views of organisations</td>
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<tr>
<td>4</td>
<td>21 August</td>
<td>Managing in context – the employment relationship today</td>
<td>The meaning and nature of work</td>
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<tr>
<td>5</td>
<td>28 August</td>
<td>Conflict, control, power and resistance</td>
<td>Managing today</td>
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<td>6</td>
<td>4 September</td>
<td>Essay writing skills</td>
<td>Conflict, control, power, resistance</td>
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<td>7</td>
<td>11 September</td>
<td>Organisational culture</td>
<td>Essay writing Q. and A.</td>
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<td>8</td>
<td>18 September</td>
<td>Motivation</td>
<td>Organisational culture</td>
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<td>9</td>
<td>25 September</td>
<td>Groups and teams</td>
<td>Motivation</td>
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<td>Decision-making</td>
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<td><strong>ESSAY DUE – WEEK NINE – 25 SEPTEMBER</strong></td>
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<tr>
<td>10</td>
<td>9 October</td>
<td>Managing diversity</td>
<td>Groups, teams and decision-making</td>
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<tr>
<td>11</td>
<td>16 October</td>
<td>Organisational stress Work/life balance</td>
<td>Managing diversity</td>
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<tr>
<td>12</td>
<td>23 October</td>
<td>Leadership Managing change</td>
<td>Organisational stress and work/life balance</td>
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<tr>
<td>13</td>
<td>30 October</td>
<td>Managing into the future</td>
<td>Leadership and managing change</td>
</tr>
<tr>
<td>14</td>
<td>6 November</td>
<td>Course review and exam information</td>
<td>General discussion and distribution of marks</td>
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</table>
COURSE READINGS:

This course does not have a prescribed textbook, although chapters from several popular organisational behaviour textbooks are listed as recommended readings. Course participants are encouraged to read widely and should not feel that reading a single textbook will be sufficient to get them through the course. However, students may find it useful, but should not feel obliged, to purchase either:


OR


Some readings for each week’s topic[s] can be downloaded from the Library website or accessed from Open Reserve. Students will be expected to demonstrate initiative in locating further reading material relevant to the topics that they have chosen to research. In addition, as with all courses that are concerned with the world of work, keeping up with current events and debates is of enormous value. Important insights can be gained from:

- Daily newspapers
- Political and economic magazines
- Television and radio news programmes
- Quality current affairs programmes, such as *Sunday* and the *7.30 Report*

Current events will be regularly incorporated into class discussion. Don’t feel left out!

STUDENT REQUIREMENTS AND ACCOUNTABILITIES

LECTURE PARTICIPATION:

- **STUDENTS ARE EXPECTED TO ATTEND ONE TWO-HOUR LECTURE PER WEEK**

This is a crucial element of the learning process in this subject. Lectures provide students with the conceptual orientation necessary for coming to terms with the themes and issues dealt with in each weekly topic. Marks are not awarded for attendance, but non-attendance quickly begins to negatively affect your final mark.

- **THE LECTURES ARE NOT TAPED. PLEASE NOTE: THIS IS NOT A DISTANCE-LEARNING SUBJECT**

Before beginning the course, make sure that you have enough time in your schedule to attend lectures and tutorials regularly. While the lecturer understands that occasional work/family commitments will clash with classes, these should not create permanent barriers to attendance.
**TUTORIAL PARTICIPATION:**

The tutorial is intended as a forum for the exchange of ideas, argument and opinion on the themes and issues canvassed by the subject. Each student is expected to make an informed and considered contribution to discussion and debate. Effective verbal communication skills are basic tools of trade for professional employment and the tutorial experience offers you a useful opportunity to refine these skills in a supportive peer group context. Tutorial topics relate to the preceding week’s lecture. This format will provide students with an opportunity to think about the issues raised in lectures and to do the required reading before the tutorial. To prepare for effective participation, you are advised to read at least two of the recommended readings for each class.

- **TO PASS THE COURSE, STUDENTS MUST ATTEND 80 PER CENT OF TUTORIALS**

**OBLIGATION TO ‘KEEP INFORMED’:**

It is the student’s obligation to maintain contact with the lecturer, and to be aware of any notices, advice or materials provided. Every enrolled student has a UNSW e-mail address (zID@student.unsw.edu.au) and, from time to time, the lecturer may issue individual or whole-class notices using this e-mail system. Checking your email on a Thursday morning will ensure that you are up to date with unexpected illnesses, room changes and other important information.

If you have any questions about the course, please consult with the lecturer. Try not to leave questions until the last minute. Failure to resolve issues may impair your progress in the course and lead to unnecessary problems. Whilst the lecturer welcomes phone and e-mail inquiries about specific issues and problems, students requiring detailed advice should consult the lecturer in person.

**ASSESSMENT WEIGHTINGS:**

- **Preparation and participation:** 10%
- **Written summary:** 10%
- **Tutorial Presentation:** 10%
- **Essay:** 30%
- **Exam:** 40%
**Preparation and participation: 10%**

You will be expected to **read** for each class.

During tutorials you will be called on to debate the arguments raised in two of the references listed for each week's tutorial. You will be assessed on the quality and frequency of your participation in class discussions.

You **SHOULD** prepare a one-page review of your reading each week. It is important that you do not just ‘take notes’ – summarise the main **argument** in each source you read. These reviews will provide you with a firm foundation for the final exam.

Overview summaries also give you something tangible on which you can base your oral contribution to class discussions.

**Tutorial attendance will be recorded each week, but only those who contribute to discussion will receive a participation mark.**

**Written summary: 10%**

You will be expected to submit a written summary of a Week 4 reading at the end of the tutorial in Week 4. This summary should be approximately 1,000 **words** in length. These will be examined and returned as soon as possible with a **mark out of 10** and comments where applicable. If you do not pass this assessment, you should see the lecturer to find out what you need to remedy for your next written assignment.

You should make sure that the overview you submit in Week 4 conforms to the guidelines contained in the **Essay and Assignment Guide** produced by the School of Industrial Relations and Organisational Behaviour.

- Your overview should contain an **introduction** that outlines the argument of the author and a **conclusion** that states your opinion of the work.
- At least every paragraph of this paper should be correctly referenced (including appropriate page numbers).
- At the end of your review, you should add a bibliographic reference to your source to demonstrate that you know the correct format.

**Tutorial Presentation: 10%**

- In the first tutorial in Week Two, each student will be asked to select one reading that they will use as a basis for an oral presentation to the class. Commencing in Week Three, two students in each tutorial group will prepare and deliver an oral presentation to their classmates.
- Each presenter will be expected to make a **5-10 minute** (no longer) presentation, outlining the argument that arose from their reading and why they found it interesting or persuasive or ill-informed or incorrect.
For this exercise, students **must** examine at least three readings from that week in order to see their reading in context. You may draw on these sources in your presentation, if you wish.

**These presentations have four main aims:**

- They provide the opportunity for students to examine an issue in some depth
- They give students the opportunity to compare and contrast the approaches, arguments and conclusions of different scholars
- They offer students an opportunity to learn how to present information orally in a succinct way, which provides valuable experience for future employment
- They provide a systematic way for the class to come to terms with the issues dealt with week by week

**Essay: 30%**

Students are asked to submit an essay to demonstrate their understanding of a significant component of the subject. You will be expected to undertake research, critically evaluate your sources and provide examples to support a consistent argument. All essays must comply with the procedures outlined in the Essay and Assignment Guide which will be provided to students.

- **STUDENTS MUST CONSULT A MINIMUM OF SIX SOURCES FOR THEIR ESSAY.**

**ESSAY WRITING LECTURE:**

The lecturer is aware that many students in their first year at university may not be clear about what is expected of them when completing written assignments. For this reason, the lectures in Week Six are totally devoted to the topic of essay research and writing skills. The tutorial in Week Seven will also discuss any essay writing problems that students want to raise. It is **STRONGLY RECOMMENDED** that all students attend these classes. They are designed to help you develop skills that will prove invaluable throughout your time at university and beyond.

- **UNREFERENCED, PLAGIARISED OR OTHERWISE ‘UNORIGINAL’ ESSAYS WILL EARN ZERO MARKS.**

**Exam: 40%**

A formal exam will be held during the exam period. Information about the exam will be given in lectures.