



Gold Coast, Australia

**Faculty of Business, Technology &
Sustainable Development**

School of Business

MGMT11-101
Organisational Behaviour

Subject Packet

May 2009 Semester (092)

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Associate Professor of Management



School of Business
Faculty of Business, Technology and Sustainable Development

MGMT11-101 Organisational Behaviour

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SEMESTER: September 2009

CLASS TIMES: Tuesday 12:00PM-2:00PM
Thursday 10:00AM-12:00PM

OFFICE HOURS: Tuesday 2:00PM-4:00PM and other times by arrangement

PRE-REQUISITES: None

ATTENTION STUDY ABROAD STUDENTS – BY ENROLLING IN THIS SUBJECT IT IS ASSUMED THAT YOU HAVE ALL NECESSARY PRE-REQUISITES. IF YOU ARE UNCERTAIN PLEASE SPEAK TO YOUR LECTURER OR ONE OF THE FACULTY ADVISERS FOR CLARIFICATION.

SUBJECT AIMS:

1. To learn about the behaviour of people in organisations by examining theory, research, and managerial practice in areas such as leadership, group dynamics, conflict resolution, motivation, and individual differences.
2. To increase management skills via a semester-long group project.
3. To integrate personal experiences and learning from the group project with relevant theory in order to develop a useful framework for understanding human behaviour in organisations and becoming more effective members and managers of organisations.

LEARNING OBJECTIVES:

At the conclusion of this subject, you should be able to:

1. Understand the problems and practice of management in a way that is not possible through traditional classroom format.
2. Reflect upon your learning experiences and how these experiences relate to the formal theories of organisational and human behaviour.

GRADUATE ATTRIBUTES:

All subjects at Bond University are designed to develop students' graduate attributes. The attributes that will be developed as part of this subject include:

1. Knowledge

- a. Theoretical and practical knowledge of organisational behaviour concepts and theories
- b. Ability to acquire, evaluate and integrate knowledge
- c. Capacity to apply knowledge, understand and examine outcomes

Through the lectures, textbook, and additional readings, you will be exposed to up-to-date knowledge and research in organisational behaviour. Through working on your Company Project, you will have the opportunity to apply and experiment with this knowledge as you strive to create an effective team.

2. Leadership

- a. Leadership experience and insight
- b. Skills related to effective followership
- c. Ability to lead and manage groups

The Company Project will require close coordination among group members. Some students will be designated leaders. Other students will need to practice informal leadership at various points during the project. All students will have to be effective followers. As the group works together over time, you will have the opportunity to practice giving tactful feedback to your colleagues on their contributions and behaviour with respect to the project.

3. Initiative

- a. Entrepreneurial vision and implementation skills
- b. Effective critical thinking and problem solving
- c. Innovative and creative idea generation

Class exercises, debates, and cases require idea generation and critical thinking/problem solving. The Company Project requires you to be entrepreneurial in crafting a business opportunity. Assessing, planning, and executing the project will require critical thinking/problem solving and creative idea generation.

4. Citizenship

- a. Cross-cultural and diversity awareness and sensitivity
- b. Ethical values and decision making
- c. Professionalism

Your team is likely to be made up of students from a variety of countries, requiring you to learn to work with those from different cultures. Class discussions will enable you to benefit from the insights other companies have experienced with regard to cultural issues. Sometimes company projects raise ethical issues among participants. Issues may involve the choice of project, the distribution of proceeds, and whether or not to give accurate feedback to problematic team members. You will need to present yourselves very professionally as you work to obtain cooperation from the other organisations necessary to implement your project.

5. Communication Skills

- a. Verbal presentation and persuasion skills
- b. Written communication skills appropriate to the profession

The Company Project requires written communications skills, as you write the business plan and any other documentation required to execute the project (agreements with other organisations, advertising, etc.). Oral skills may be needed to persuade others to work with

you or partake of your product or service. Case discussions, role plays, and the final oral report in class also provide opportunities to practice oral presentation skills.

6. Teamwork

- a. Group and team dynamics and decision-making skills
- b. Ability to identify and reduce destructive group processes
- c. Experience working in group or team environments

The Company Project requires effective team work as you make the many decisions required to plan and complete the project. Failing to mobilise the potential of each and every team member is likely to reduce the ultimate success of the project. If you are having difficulties in your team, please feel free to consult me for advice.

REQUIRED READINGS & MATERIALS:

1. Johns, G. & Saks, A.M. *Organizational Behaviour: Understanding and Managing Life at Work*, 7th edition, Pearson Prentice Hall, 2008.
2. Package of readings available for purchase from Varsity Printing.

LEARNING ENHANCEMENT ACTIVITIES & ASSESSMENT:

Developmental Activities: In this subject, you will participate in the following activities designed to enhance your learning throughout the subject.

1. Reflection on your own behaviours and the behaviours of others through the submission of two Personal Learning Journals during the course of the semester.
2. Individual and group in-class activities that provide practical opportunities to discuss and increase understanding of organisational behaviour theories and concepts.
3. Involvement in a semester long company project will enable students to experience organisational behaviour in practice, complementing the traditional teaching methods utilised within the course.

Summative (i.e., graded) Assessment: In this subject, you will have a number of summative assessment activities that will be graded and will determine your final grade for this subject. Please note: where possible, these summative assessment activities will be used in a developmental way to further enhance your learning in this subject.

Seventy percent of the grade comes from individual performance, demonstrated via scores on two exams and two personal learning journal assignments. The purpose of the learning journal is for you to analyse and understand team behaviour in the context of course concepts. In addition to being submitted in hard copy when due, personal learning journal assignments must be submitted to the Turnitin.com website. You will receive a grade of zero (0%) for your journal if it is not submitted to Turnitin.com. The other component of the grade (30%) is based on company performance, including a Business Plan, Final presentation/Summary, and marks for the Scope, Motivation, and Outcomes of your project.

Five percent of your company performance grade will be based on Company Project Scope. Companies that select an easy project or put insufficient effort into its execution will be penalised, while those who undertake an unusually ambitious project and make an outstanding effort to carry it out will be rewarded. There is also a permanent plaque in the School of Business that recognises the outstanding company each semester, when there is a group that successfully undertakes an unusually large or significant project of noteworthy impact.

Note that the grading system is "multiple hurdle" in nature. **To pass the course, you MUST pass both the individual and the group assessment components.** That is, you must achieve

50% or better on the average of your individual work, and you must achieve 50% or better on the average of your company work. Students are also required to achieve 50% or better on the average of their two subject examinations (mid-term and end of semester). The relative importance of each piece of assessment is as follows:

INDIVIDUAL PERFORMANCE (Individual Work):

First Exam (Mid-term exam)	25 %
Second Exam (Final exam)	25 %
Personal Learning Journal 1	10 %
Personal Learning Journal 2	10 %

COMPANY PERFORMANCE (Group Work):

Business plan	12.5%
Final presentation/Summary	12.5%
Company Project Scope	5%

Your company will develop a performance appraisal plan, which may result in members who fail to carry their share of the load receiving **LESS** than the mark earned by the company.

NOTES ABOUT ASSESSMENT:

Please note that members of this Faculty actively enforce all Bond University academic policies. For a detailed description of these policies, see:

<http://www.bond.edu.au/students/manage/handbook/Part3DisciplineRegs.pdf>

Mid-semester Deferred Examinations: Deferred mid-semester examinations will be conducted Friday 12:00-2:00pm during Weeks 8 & 9 in a central location (TBA). If you have an approved application for a deferred mid-semester exam, you will be required to be available at these times; individual times will not be arranged.

CLASS PROCEDURES:

Attendance:

Punctual attendance at ALL class sessions is required. This means that you are expected to turn up for class on time, having prepared all required work and are in attendance until class is over. Companies find it very difficult to function when a number of members are absent from a class session in which relevant issues are discussed and/or time for group work is allowed. Consistent with motivation theories, superior attendance will be rewarded and poor attendance will be penalised. At each class session after week 1, a sign-in sheet will be circulated at the beginning of class. It is your responsibility to ensure that you arrive to class on time to sign the sheet and remain until class finishes. At the end of the semester, attendance will have the following effect on your MGMT11-101 final course grade:

<u>Absences</u>	<u>Effect</u>
0	+2 point bonus
1-2	0 (no effect)
3	-2 point penalty
4-5	-5 point penalty
6-7	-8 point penalty
8 or more	-12 point penalty

Students will not be permitted to miss class for Company Project purposes (i.e., ticket sales, marketing, supplier meetings, etc). Company groups will need to make adequate arrangements outside of class time for these activities.

If you are absent for a university approved medical or family emergency, an acceptable note must be supplied. A medical excuse must state clearly that you were too ill to attend class - notes which state that you were "suffering from a medical condition" are too vague to be accepted.

Classroom Behaviour:

- Mobile phones may not be used during class and must be turned off before class starts.
- Laptop computers will be permitted for subject-related note taking purposes only.
- Please come to class prepared to discuss the readings assigned for that day, ask questions, offer insights and examples from your experience.
- Please be on time to class and refrain from behaving in ways which could be distracting or disruptive to others in the class.
- Please respect your fellow classmates and the classroom environment. When one person is talking, listen to their ideas and don't interrupt. You will be given ample opportunity to comment and add to their ideas once they have finished.

Assignments:

Your assignments are listed in the subject schedule, with "materials due" written in boldface. All assignments must be submitted by their due date. The business plan and each of your personal learning journals must be submitted both on paper (to the assignment drop box in the Business Faculty reception) and electronically to turnitin.com via **i-learn**. This system is designed to protect you from unethical and unfair behaviour (plagiarism) by other students. I will not mark papers that are not submitted both on paper and through turnitin.com. Assignments submitted by email will not be accepted.

Assignments handed in late will lose 10% of their total value per day including weekends. The way to avoid late penalties is to plan to finish ahead of time, not in the nick of time when you are at risk of last minute illness, equipment problems, unreliable group members, etc. All assignments should be free of errors such as spelling and grammar mistakes.

Each company's business plan should be submitted to turnitin.com (via i-learn) **only once**, on behalf of the group. You should be able to access your paper's originality report after turning it in. If you submit your paper early and notice a problem with the originality report, you can modify your paper and resubmit before the assignment due date has passed. Only the report from the last version will be considered. Be sure that the paper version you give me to mark is the very latest version as well.

CLASS REPRESENTATIVE:

At a point during weeks 1 or 2, students in the class will be asked to choose a class representative. The role of a class representative is to serve as a communication channel between students enrolled in a subject and the subject's faculty member. Ideally, all students will communicate with faculty members directly; however, given the multicultural student body at Bond, there may be students who require non-direct communication channels. The class representative position is a leadership position requiring high levels of interpersonal communication skill.

TEACHING PHILOSOPHY:

My teaching philosophy is to create a classroom environment that fosters a community of learners. As the facilitator of this environment, I will encourage you to listen, reflect, respect, ask questions and share stories that will enhance yours and others' learning experience. My goal is to demonstrate through direct individual and group experiences how an understanding

of the theories taught within this subject are and will continue to be applicable to your working life.

ACADEMIC DISHONESTY:

Cheating and plagiarism will not be tolerated. These acts are morally wrong and unfair to other students. Plagiarism is using the words or ideas of others and presenting them as your own. Plagiarism is a type of intellectual theft. If anyone is caught cheating on exams, copying from another student's written work from either this or a previous semester, or copying from a book without proper referencing, the University will pursue such actions allowed by the Faculty and University policies. Even if an assignment is only worth a small percentage of your grade, cheating or plagiarism can result in a failure for the course or, in special cases, an annulled grade or expulsion from the university.

SUBJECT SCHEDULE

Week:	Session 1 - Mondays	Session 2 - Wednesdays
Wk 1:	Introduction to OB & Instructions for OB Project Resume and Letter of Application <i>Chapter 1</i>	Group Dynamics and Teams <i>Text Chapter 7 & Article: Kets de Vries, High Performance Work Teams: Lessons from the Pygmies</i> Cover letters & resumes due by 4:30pm on Friday week 1 (hard copy) to Business School reception.
Wk 2:	Group Decision Making and Problem Solving, <i>Text Chapter 11</i> <i>Article: Mulvey et al., When Teammates Raise a White Flag</i> First company meeting	Creative Idea Generation, <i>Text pp 395-398 and pp 573-581</i> <i>Article: Thompson, Improving the Creativity of Organizational Work Groups</i>
Wk 3:	The OB-company business plans	Perception and Attribution <i>Text Chapter 3</i>
Wk 4:	Personality <i>Text Chapter 2</i>	Individual Decision Making <i>Text Chapter 11 & Article: Hammond et al., The Hidden Traps in Decision Making</i> Business Plan Due at Start of Class in hardcopy
Wk 5:	National Culture and OB <i>Text: pp 117-124 and pp 349-361</i>	National Culture and OB Personal Learning Journal #1 due by 4:30pm on Friday of week 5 submitted via e-mail or hard copy to Business School reception.
Wk 6:	Conflict Resolution <i>Text Chapter 13 & Article: Eisenhardt, How Management Teams can have a Good Fight</i>	Conflict Resolution Catch Up and Review Session for mid-term exam
Wk 7:	Individual Company Meetings with Instructor	First Exam (mid-term exam)
Wk 8:	Motivation <i>Text Chapter 5 & Article: Pfeffer, Producing Sustainable Competitive Advantage Through the Effective Management of People</i>	Motivation <i>Text pp 48-61 & Chapter 6</i>
Wk 9:	Leadership <i>Text Chapter 9</i>	Leadership <i>Article: Manzoni & Barsoux, The Set-Up-To-Fail Syndrome</i>
Wk 10:	Attitudes and Behaviour <i>Text Chapter 4</i>	Emotional Intelligence <i>Review Text pp 154-156</i> Personal Learning Journal #2 Due by 4:30pm on Friday of Week 10 in hard copy. Must be submitted to Turnitin.com prior to submission of hardcopy to Business School reception.
Wk 11:	Organisational Culture <i>Text Chapter 8</i>	Change in Organisations <i>Text Chapter 16</i> <i>Articles: Kotter, Leading Change: Why Transformation Efforts Fail; and Sirkin et al., The Hard Side of Change Management</i>
Wk 12:	Company Presentations	Company Presentations
Wk 13:	Review for second exam Written Company Project Summaries Due	Student consultation in usual hours
Wk 14:	The second (final) exam is centrally scheduled and will be held during this week.	

Faculty of Business, Technology & Sustainable Development

Student Code of Conduct

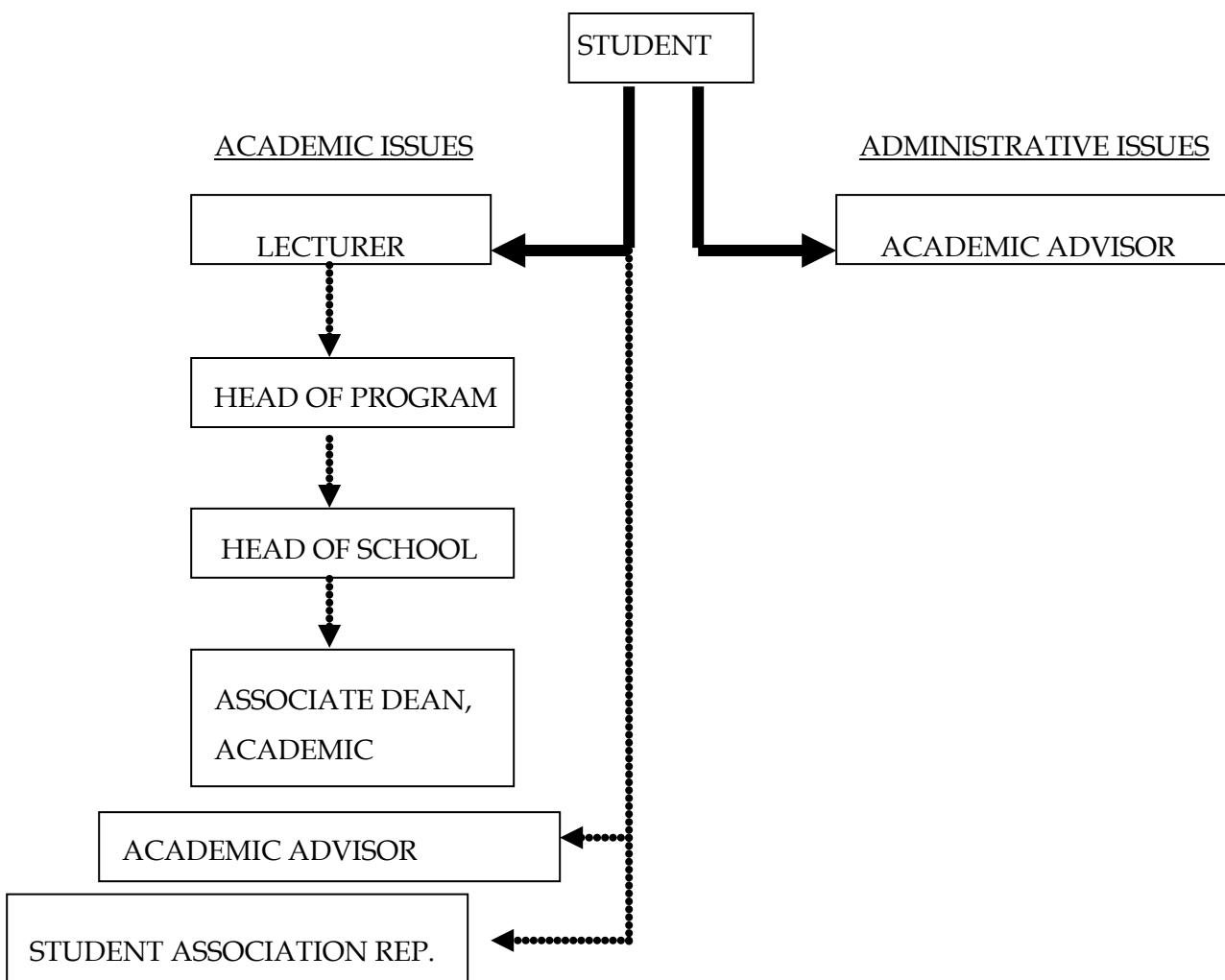
The objective of the teaching and administrative staff of the Bond University Faculty of Business, Technology and Sustainable Development is to offer students a superior business education. To achieve this objective, we expect students, faculty and staff to adhere to a highly professional code of conduct.

For specific information about the Student Conduct Code, please refer to the University's 2005 Handbook of Regulations (<http://www.bond.edu.au/handbook/regs2005-part3-Discipline.pdf>), page 14. In this Code, please note section 2a which defines the following as misconduct (paraphrased):

“Disrupting or obstructing an official University activity... including classroom related activities or teaching.”

Students who are found to have either disrupted teaching activities or demonstrated any of the other types of misconduct will be reported to the Faculty and larger University. A permanent record of the misconduct will be placed in the student's personal file.

Recommended Behaviour for Dispute Resolution



PLAGIARISM IN THE FACULTY OF BUSINESS, TECHNOLOGY & SUSTAINABLE DEVELOPMENT

It is important that you, as a student, know exactly what is and what is not plagiarism. The penalties for plagiarism are severe, yet many students resort to it. This leaflet aims to help students avoid falling into the trap!

What is plagiarism?

Plagiarism is defined by the Macquarie Dictionary ¹ as "the appropriation or imitation of another's ideas and manner of expressing them ... to be passed off as one's own". At universities in Australia, plagiarism is regarded as cheating and is treated with disciplinary action.

Plagiarism includes:

- quoting, paraphrasing, copying, or in any way using ideas from a published or unpublished source without proper acknowledgement or referencing;
- copying the work of another student;
- directly copying any part of another person's work without appropriate acknowledgement;
- receiving help from another person to the point that the work is not your own;
- submitting the same or slightly adjusted assignment in two subjects;
- using experimental results obtained by another person without proper acknowledgment;
- duplicating any work in magnetic form, such as a computer readable spreadsheet;
- submitting work developed jointly with another person without acknowledging this fact;
- using or developing an idea or thesis derived from another person's work without appropriate acknowledgement.

Penalties

The Faculty considers that cheating is a very serious matter. Students found to have cheated must expect to receive the full penalty.

The penalties for plagiarism can be very severe. The penalty range includes:

- failure in the piece of assessment;
- failure in the subject with a mark of zero
- failure with an annulled grade (this shows on your transcript forever that you have been found guilty of cheating);
- suspension from the University;
- permanent expulsion from the University.

The latter three penalties require confirmation by the Academic Senate.

If you are in doubt, seek clarification from your lecturer, the Library or the Faculty's handout on plagiarism available from reception, or your student association.

¹ Macquarie Dictionary Federation Edition, Ed. A.Delbridge, ©2001 The Macquarie Library, pg 1457.

Course Pack Insert

FACULTY: FACULTY OF BUSINESS, TECHNOLOGY AND SUSTAINABLE DEVELOPMENT

SCHOOL: BUSINESS

DEPARTMENT: MANAGEMENT

SUBJECT NAME: ORGANISATIONAL BEHAVIOUR

SUBJECT NUMBER: MGMT 11-101

PURPOSE DESCRIPTION: SUBJECT PACKET, SEPTEMBER SEMESTER 2008 (083)

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Acknowledgments Page

This *Acknowledgments Page* lists the citations of copyright material contained in the Course Pack:

Organisational Behaviour

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Hammond, J.S., Keeney, R.L. & Raiffa, H. (2006). The Hidden Traps in Decision Making, *Harvard Business Review*, January, 2006.

House, R., Javidan, M., Hanges, P., & Dorfman, P. (2002). Understanding Cultures and Implicit leadership Theories Across the Globe, *Journal of World Business*, 37.

Kets De Vries, M.F.R. (1999). High Performance Work Teams: Lessons from the Pygmies, *Organizational Dynamics*, Winter, 1999.

Kotter, J.P. (1995). Leading Change: Why Transformation Efforts Fail, *Harvard Business Review*, March-April, 1995.

Manzoni, J. & Barsoux, J. (1998). The Set up to Fail Syndrome: How Bosses Create their own Poor Performers, *Harvard Business Review*, March-April, 1998.

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Thompson, L. (2003). Improving the Creativity of Organizational Work Groups, *Academy of Management Executive*, 17 (1).

