The University of Southern Queensland

Course Specification

Description: Organisational Behaviour and Management

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-Nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
<th>Campus</th>
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<td>1, 2003</td>
<td>ONC</td>
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Academic Group: FOBUS
Academic Org: FOB003
HECS Band: 2
ASCED Code: 080307

STAFFING

Examiner: Bernadette Lynch
Moderator: Gerard Betros

SYNOPSIS

This unit provides students with a management perspective on organisational behaviour. Organisational behaviour is a field of study that specifically focuses on the impact that people have on organisational effectiveness and efficiency. The impact of behaviour is considered at three levels. First, at the level of the individual, attributes and processes such as personality, motivation, perception, job satisfaction and job performance are identified and the managerial implications for motivating employees are considered. Second, at the group level, the important attributes of group dynamics are identified and the managerial implications for motivating employees are considered. Second, at the group level, the important attributes of group dynamics are identified and the managerial implications for developing teams, influencing outcomes, and resolving conflicts are considered. Third, at the organisation-wide level of analysis, structure, culture and change are considered as major challenges to managers for achieving quality outcomes. At the three different levels of analysis, managers are concerned with the behavioural implications for achieving goals on the one hand, and adapting goals so that organisations are relevant to their environments on the other hand. Students are concerned with understanding these behavioural implications. The study of organisational behaviour must thus be seen as an essential foundation for professional business education.

OBJECTIVES

Our overall aim is to contribute to students' current or future ability to be good managers. This is an introductory course. The purpose is to give students an initial introduction to the strategies, techniques and knowledge that managers and other professionals require in order to contribute to individual employee performance and satisfaction; develop and lead high performance work groups or teams; and design new organisations or change existing organisations in order to meet organisation goals. These objectives have been written to
emphasise practical strategies that can be applied to specific examples. These are the goals or end points. In order to apply these strategies, there are specific concepts, definitions and theories that students need to learn. So the objectives consist of two levels: (1) the strategies and (2) the theory that forms the building blocks to understanding these strategies. By the end of this course students should be able to:

- explain why knowledge of OB is important to managers;
- discuss different perspectives on what managers do;
- apply strategies for improving individual performance;
- apply strategies for effectively developing and leading work groups or teams;
- discuss the factors that influence organisation structure and design;
- discuss organisation change, including changing organisation culture; and
- identify problems in organisations, choose which level of analysis to apply, and suggest possible approaches to solving the problem.

**TOPICS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. INTRODUCTION Module No. 1 Organisational behaviour &amp; management</td>
<td>5.00</td>
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<tr>
<td>2. INDIVIDUAL LEVEL Module No. 2 Foundations of individual behaviour Module No. 3 - Motivation</td>
<td>30.00</td>
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<tr>
<td>3. GROUP LEVEL Module No. 4 - Groups and teams Module No. 5 Communication, decision making &amp; conflict Module No. 6 - Leadership &amp; power</td>
<td>30.00</td>
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<tr>
<td>4. THE ORGANISATION / SYSTEM LEVEL Module No. 7 - Organisational structure Module No. 8 - Organisational culture Module No. 9 - Organisational change</td>
<td>35.00</td>
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</table>

**TEXT and MATERIALS required to be PURCHASED or ACCESSED:**

Books can be ordered by fax or telephone. For costs and further details use the 'Book Search' facility at http://bookshop.usq.edu.au by entering the author or title of the text.


(revised edition)

REFERENCE MATERIALS

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.


STUDENT WORKLOAD REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
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<tr>
<td>Directed Study</td>
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<tr>
<td>Private Study</td>
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ASSESSMENT DETAILS

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks Out of</th>
<th>Wtg(%)</th>
<th>Required</th>
<th>Due Date</th>
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<tr>
<td>CMA TEST</td>
<td>100.00</td>
<td>10.00</td>
<td>Y</td>
<td>28 Mar 2003</td>
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<tr>
<td>(see note)</td>
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<td>WRITTEN ASSIGNMENT 1</td>
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<td>2 HOUR EXAMINATION</td>
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<td>END S1</td>
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<td>(see note)</td>
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NOTES:

1. The CMA test is not compulsory. Technically speaking, students can pass this course without completing the CMA. It is however recommended that all students complete the CMA. Students who do not complete the CMA will disadvantage themselves in two ways. First and foremost they risk not being familiar with the referencing and presentation requirements of the essay in this course. Further, students who choose to not complete the CMA will automatically lose the 10% allocated for this assessment item that would otherwise contribute to their total mark and the grade allocated in this course.

2. The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date after the timetable has been finalised.

IMPORTANT ASSESSMENT INFORMATION

1 Attendance requirements:
It is the students' responsibility to attend and participate appropriately in all activities (such as lectures, tutorials, laboratories and practical work) scheduled for them, and to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration. If you are an International student in Australia it is a requirement of your student visa that you attend all classes at your campus.

2 Requirements for students to complete each assessment item satisfactorily:
To complete the assignments satisfactorily, students must obtain at least 50% of the marks available for written assignments 1 and 2. To complete the examination satisfactorily, students must obtain at least 50% of the marks available for the examination.

3 Penalties for late submission of required work:
If students submit assignments after the due date without prior approval then a penalty of 20% of the total marks available for the assignment will apply for each working day late.

4 Requirements for student to be awarded a passing grade in the course:
To be assured of receiving a passing grade a student must achieve at least 50% in aggregate for written assignments 1 and 2, achieve at least 50% in the examination and at least 40% of the available weighted marks for the summative assessment items.

5 Method used to combine assessment results to attain final grade:
Subject to students having met the requirements to be awarded a passing grade in the course, the final grades for students will be assigned on the basis of the weighted aggregate of the marks obtained for each of the summative assessment items in the course.

6 Examination information:
This is a closed examination. Candidates are allowed to bring only writing and drawing instruments into the examination. Students are not permitted to take mobile telephones, pagers or other electronic means of communication into the examination room.

7 Examination period when Deferred/Supplementary examinations will be held:
Any Deferred or Supplementary examinations for this course will be held during the next examination period.

8 University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Academic Misconduct for further information and to avoid actions which might contravene University Regulations. These regulations can be found at the URL: http://www.usq.edu.au/SECARIAT/calendar/Part5/ or in the printed version of the current USQ Handbook. Students should also read The Guide to Policies and Procedures of the Faculty which can be found at the URL: http://www.usq.edu.au/handbook/2003/business/polproc/index.htm or in the printed version of the current USQ Handbook.
ASSESSMENT NOTES

1 Assignments: (i) The due date for an assignment is the date by which a student must despatch the assignment to the USQ. The onus is on the student to provide proof of the despatch date, if requested by the Examiner. (ii) Students must retain a copy of each item submitted for assessment. This must be produced within 24 hours if required by the Examiner. (iii) The Examiner may grant an extension of the due date of an assignment in extenuating circumstances. Students may apply for an extension before the due date or include an application with the submitted assignment after the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the relevant Examiner. (iv) The Examiner will normally only accept assessments that have been written, typed or printed on paper-based media. (v) The Examiner will not accept submission of assignments by facsimile. (vi) In the event that a due date for an assignment falls on a local public holiday in their area, such as a Show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the Examiner's convenience.