

School of Management, Marketing & International Business  
ANU College of Business and Economics  
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**BUSN2007 Organisational Behaviour**  
<http://teaching.fec.anu.edu.au/busn2007/>

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## Course Outline – Semester 2, 2006

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### 1. STAFF

#### 1.1 Teaching Staff

Course Co-ordinator: Dr. Thomas Kalliath  
E-mail: [thomas.kalliath@anu.edu.au](mailto:thomas.kalliath@anu.edu.au)  
Room: Copland 1062  
Telephone: 6125 8104  
Consultation Times: Tuesday 1-2 pm; Wednesday 11-12 am; 2-3 pm

Tutorial Co-ordinator: TBA  
Tutors: TBA

#### 1.2 Student Administrators

E-mail: [enquiries.mmib@anu.edu.au](mailto:enquiries.mmib@anu.edu.au)  
Room: 1088 Copland  
Telephones: 6125 9839, 6125 6737, 6125 6719  
Consultation Times: 9am to 5pm Monday to Friday

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### 2. GENERAL INFORMATION

The office of the School of Management, Marketing & International Business (MMIB) is located on Level 1 of the Copland Building. ANU map reference 2F, Building 24  
<http://campusmap.anu.edu.au/default.asp>.

Consultation times are provided to allow students the opportunity to meet with lecturers to discuss course issues. If you need to speak with your lecturer please phone or email them directly to make an appointment to meet during one of the times advised above. All the staff contact details are available from the MMIB Office or on the following website:  
<http://cbe.anu.edu.au/staff/stafflist.asp?School=MMIB>.

#### 2.1 Course Co-ordinator: Dr. Thomas Kalliath

#### 2.2 Tutorial Co-ordinator

Tutorial coordinators are responsible for organising tutorial sessions and are available to answer questions concerning course material. If you are having difficulty with course material please arrange a meeting with your tutor first. If your problems have not been resolved through discussions with your tutor, make arrangements to see your tutorial coordinator during their consultation time(s).

Once enrolled in a tutorial, the course administrators require written permission from your tutor, or the tutorial coordinator, to vary your enrolment.

### **2.3 Tutors**

Tutors will make themselves available to students for a short period immediately following tutorials. Furthermore, tutors will be available for a minimum of 1 hour per week for private consultation. Students are to arrange an appointment with the tutor or turn up at the specified consultation time.

Notification of the venue and consultation times will be available on the course website under 'Course Administration'.

### **2.4 Student Administrators**

If you have any questions of an administrative (i.e. non-academic) nature these can be directed to the student administrators. The administrators can assist you with course materials, timetables and directions and are available during office hours (9am – 5pm) at the School's office (Room 1088, Level 1, Copland Building) or can be contacted either by telephone (6125 6719, 6125 9839 or 6125 6737) or e-mail ([enquiries.mmib@anu.edu.au](mailto:enquiries.mmib@anu.edu.au)).

## **3. Course Overview**

The Organisational Behaviour (OB) course lays the foundation for the understanding of human behaviour in organisations. A significant development in the current competitive work environment is the demand for managers with high levels of interpersonal skills, who are seen to be a strategic resource to be sought after and retained. BUSN2007 is designed to provide students with a comprehensive exposure to organisational behaviour theories and workplace issues illustrated with case studies and examples within an Australian and Asia-Pacific context. Given the immediate relevance of topics covered in this course, it is also a useful life-long learning course for improving personal and organisational effectiveness.

### **3.1 Aims**

The course aims to provide the foundational building blocks for understanding and managing the behaviour of people at work, based on the current cutting edge research and practice in the discipline of organisational behaviour.

### **3.2 Objectives**

The objectives of the course are to:

*understand* why people and groups in organisations feel and behave as they do  
*identify* and describe key theories and issues in various topics in organisational behaviour such as workplace values, motivation, work stress, organisational change etc  
*apply* OB theories to real world cases in order to develop analytical and application skills  
*develop* essay writing and critical thinking skills through an in depth examination of one current OB topic (choice of topics will be provided).

### **3.3 Prerequisites**

This course is introductory in nature. The prerequisite for the course is the completion of 24 credit points.

### **3.4 Structure of the Course**

BUSN2007 Organisational Behaviour is a second year undergraduate core course. This course is structured into three parts. The first part consists of topics focused on individual behaviour and processes (weeks 1-7); the second part is focused on group processes (weeks 8-10); and the third part touches on organisational processes (weeks 11-13).

### 3.4.1 Lectures

The three hour teaching period consists of one two hour lecture per week, and a one hour tutorial. Before you come to the lecture, you are expected to have completed the reading assignment (see lecture program for details). The lectures will cover key topics in OB including introduction to OB, individual behaviour and learning, perception and personality, workplace values, motivation, applied motivation practices, stress management, decision making and employee involvement, communication, conflict and negotiation, organisational structure and design, organisational culture, and organisational change and development. The class will meet on Wednesdays 12 - 2 pm (MCC T2). *Lecture attendance is compulsory.*

### 3.4.2 Tutorials

The weekly one-hour tutorials will emphasise the development of analytical skills through discussion of the application cases assigned. You are expected to come prepared for tutorials by completing the tutorial assignment (see tutorial program for details). *Tutorial attendance is compulsory.*

#### **Tutorial/Seminar Attendance and Participation**

Please note: Due to the following public holiday some classes may be rescheduled.

- Labour Day (Monday 2 October)

Please refer to lecturers and tutors or the School Office to confirm if classes have been rescheduled.

#### **Enrolling in Tutorials**

Electronic Enrolment: Courses utilising the Electronic Tutorial Allocation (ETA) software will find attached instructions on how to enrol in your tutorials online. ETA can be found at <http://eta.fec.anu.edu.au/>. Generally, this site will not be available to you until ten minutes after the end of your first lecture. To maintain equity, ETA gives preference to the days and times requested based on prompt enrolment. Please ask your lecturer when the site will be made available for enrolment. For advice regarding tutorial enrolment variation please contact the tutorial co-ordinator. Where advised by teaching staff, ETA can be used to convey assessment results to students.

### 3.4.3 Private Study

### 3.5 Textbooks and Materials

The prescribed text for this course is:

McShane, S., & Travaglione, T. (2005). Organisational Behaviour on the Pacific Rim (Enhanced Edition). McGraw Hill, Sydney, Australia.

#### **3.5 Course Websites**

The School of Management, Marketing & International Business utilises the Internet to communicate with its students. Information such as assessment details, timetables, examination notices and course materials are posted to the course website for the information of all students.

The course website can be located at [http://ecocomm.anu.edu.au/\(coursecode\)](http://ecocomm.anu.edu.au/(coursecode)) and on WebCT at <http://webct.anu.edu.au/>

It is the responsibility of each individual to regularly visit the websites in order to remain informed about the current administration of the course. Apart from the above mentioned uses, the websites are further utilised to update students on changes to timetables, examinations and assessments as they occur.

### 3.7 Assessment

The assessment for this course will be made on the following basis:

Task	Weighting (%)
Mid-semester Exam (to be held in week 9)	35%
Tutorial Assignment (10X1 mark)	10%
Essay	25%
Final Examination	30%
TOTAL	100%

All components of the above assessment are compulsory and must be submitted. To achieve an automatic pass grade in this course you must obtain 50% or more as a scaled aggregate mark.

Students are encouraged to become familiar with the policies for 'Examination and Assessment'. These can be found on page 24-25 of the ANU Undergraduate Handbook 2006 (also see College Guidelines attached).

#### 3.7.1 Mid-Semester Exam (35%)

Your understanding of the materials covered in the lectures, readings and tutorials will be assessed in week 9 through a Mid-Semester Exam. Your understanding of the materials will be assessed through multi-choice questions (10 to 15 per lecture topic).

Students are advised of the examination time on the course website, in lectures and on the noticeboard outside the MMIB Office.

#### 3.7.2 Tutorial Assignment (10%)

You are required to complete a brief written response (not more than one page) to the discussion questions that appear at the end of the case, included in the tutorial program. The written assignment provides evidence of your preparation for the tutorial. You are required to hand in the written assignment at the end of the tutorial session every week. Please be aware that if you miss a tutorial, your written assignment will not be accepted at a later date/time. There are 12 tutorial assignments, you are required to hand in 10 which will be counted towards the final grade.

#### 3.7.3 Essay (25%)

You are required to submit an essay (2000 words, excluding cover sheet and bibliography). Essay topics and grading criteria are provided below. The essay must be original to this course: You may not submit an essay on a topic you have previously written a paper on or presented at a seminar in another course.

Your essay must be typed with letter-quality print, double-spaced, font size 12 in Times New Roman, pages numbered, and stapled in the upper-left corner. The marking criteria for the essay are specified below:

## INTRODUCTION

describes general relevance/importance of topic  
defines relevant terms/concepts  
provides overview of essay content

## MAIN BODY OF ESSAY

- description of relevant theories/frameworks  
coverage of research  
accurate and sufficient coverage of major issues  
linking between issues

## CONCLUSION

integration of issues  
reasonable conclusions from arguments and evidence presented

## STRUCTURE OF ESSAY

logical development of the topic  
clear organisation and labelling of sections  
transition between sections

## PRESENTATION

clear expression of ideas  
grammar, spelling, punctuation, lay-out  
citation of references  
Harvard or American Psychological Association referencing format

Essay submission date is **Monday, September 18, 2005 (3 pm)**. Please drop your essay in the submission box, which is located in the school's foyer opposite to the main counter. **Late submissions will attract penalty (see section 6.1)**. Word count in excess of 200 words (i.e. 2200 or more) will attract a penalty of 10% of the essay grade.

### Essay Topics:

Listed below are three essay topics, please select one. I have provided for each essay topic, 3-5 key references, to get you started. However, you will need to incorporate additional relevant references (usually about 10-12) into your essay. You can download most of the articles from the course website: <http://teaching.fec.anu.edu.au/busn2007/>

**1. *Is corporate social responsibility vital to the profitability of a company? Review the performance of corporate Australia and New Zealand in comparison to corporations in Nordic countries. How do you account for the gap in performance, if any?***

Marrewijk, M. (2003). Concepts and definitions of CSR and corporate sustainability: Between agency and communion. *Journal of Business Ethics*, 44, 95-105.

Khoo, H., H., & Tan, K. C. (2002). Using the Australian business excellence framework to achieve sustainable business excellence. *Corporate Social Responsibility and Environmental Management*, 9, 196-205.

Morhardt, J., Baird, S., Freeman, K. (2002). Scoring corporate environmental and sustainability reports using GRI 2000, ISO 14031 and other criteria. *Corporate Social Responsibility and Environmental Management*. 9, 215-233.

Nyquist, S. (2003). The legislation of environmental disclosures in three Nordic

countries- A comparison. *Business Strategy and the Environment* 12, 1, 12-25.

Milne, M.J., Owen, D.L., & Tilt, C.A. (2001). Corporate environmental reporting: Are New Zealand companies being left behind? *University of Auckland Business Review*. 3, 24-36.

**2. Review evidence that suggests that work-family balance is becoming a serious problem in organisations. What strategies have been shown to be most effective in combating this problem?**

Caproni, P. J. (2004). Work/life balance. *Journal of Applied Behavioural Science*, 40, 208 -218.

Saltzstein, A., Ting, Y., & Saltzstein, G. (2001). The impact of family -friendly policies on attitudes of federal government employees. *Public Administration Review*, 61, 452-467.

O'Driscoll, M., Brough, P., & Kalliath, T. (2004). Work-Family Conflict and Facilitation  
F. Jones, R. Burke & M. Westman (Eds.). *Managing the work-home interface* Hove, Sussex, UK: Psychology Press.

**3. Do women make better leaders than men? Review evidence for and against.**

Eagly, A., Karau, S., & Makhijani, M. (1995). Gender and the effectiveness of leaders: A meta-analysis. *Psychological Bulletin*, 117, 125-145.

Eagly, A. & Johannesen-Schmidt, M. (2001). The leadership styles of men and women. *Journal of Social Issues*, 57, 781-797.

Pounder, J. S., & Coleman, M. (2002). Women--better leaders than men? In general and educational management it still "all depends". *Leadership & Organization Development Journal*, 23, 3/4, 122-133

**3.7.4 Final Examination (30%)**

The two-hour final examination will be based on the portions covered after the mid-semester exam in the lectures, reading materials, and tutorials, and will be worth 30% of the course grade. Your understanding of the materials will be assessed through multi-choice questions (10 to 15 per lecture topic).

The link to the final examination timetable is published on the following website:  
<http://timetable.anu.edu.au/>.

Regarding permitted materials for the final examination:

Electronic dictionaries are not allowed.

If Multiple Choice Answer Sheets are to be used you will require a lead pencil (preferably 2B). An eraser and sharpener are also useful when using these sheets.

**3 Lecture Program**

Wk No.	Week beginning	Lecture Topic	Reading Assignment
1	17 July	Introduction to BUSN2007 Introduction to organisational behaviour	Chapter 1
2	24 July	Individual behaviour and learning in organisations-1 & 2	Chapter 2
3	31 July	Perception and personality in organisations-1 & 2	Chapter 3
4	7 Aug	Workplace values, ethics and emotions-1 & 2	Chapter 4

5	14 Aug	Foundations of employee motivation-1 & 2	Chapter 5
6	21 Aug	Applied motivation practices-1 & 2	Chapter 6
7	28 Aug	Stress management-1 & 2	Chapter 7
<b>MID-SEMESTER BREAK</b> Reminder: Essay due on September 18, 2005 (3 pm)			
8	18 Sept	Decision making and employee involvement-1 & 2	Chapter 9
9	25 Sep	Communicating in organisational settings-1 & 2	Chapter 11
10	2 Oct *	Leadership	Chapter 14
11	9 Oct	Organisational structure and design 1 & 2	Chapter 15
12	16 Oct	Organisational culture-1 & 2	Chapter 16
13	23 Oct	Organisational change and development-1 & 2	Chapter 17

- Week begins with a Public Holiday.

### Tutorial Program

Wk No.	Date (wk beginning)	Topic(s)/Task(s)	Assignment Due Date
1	17 July	No tutorial	
2	24 July	1.1 An untimely incident at Ancol (page 24)	End of tutorial
3	31 July	Essay Assignment: Explanation Please submit one-page outline of your essay topic	End of tutorial
4	7 Aug	3.1 Nupath Foods Ltd (page 99)	End of tutorial
5	14 Aug	4.1 Heading for the Big Apple (pages 135-36)	End of tutorial
6	21 Aug	5.1 The Regency Grand Hotel (pages 171-72)	End of tutorial
7	28 Aug	6.1: Keeping Suzanne Chalmers (pages 209-210)	End of tutorial
<b>MID SEMESTER BREAK</b> <b>Reminder: Essay due on September 18, 2005 (3 pm)</b>			
8	18 Sept	7.2: Workplace bullying (page 244)	End of tutorial
9	25 Sep	9.1: Case 1: The sugar substitute research decision (p. 321); & Case 2: Coast guard cutter decision problem (p. 321)	End of tutorial
10	2 Oct *	11.1 Case Study: Sea Pines (page 388-89)	End of tutorial
11	9 Oct	14.1 Managing like a man at SilkQueen (page 488)	End of tutorial
12	16 Oct	15.1 Ponsonby Pies (page 525-26)	End of tutorial
13	23 Oct	16.2 AssetOne Bank (page 554)	End of tutorial

### **3.8 Assignments**

#### **3.8.4 Submission of Assignments**

All assignments are to be placed in the subject specific (BUSN/BUSI ...) assignment submission box which is located in the School's foyer opposite the main counter by (time – no later than 4pm) on the due date. Do not hand your assignment to your tutor or the lecturer. Assignments delivered in this manner may be deemed non-submissions.

Late assignments may attract the following penalties:

<b>Lateness</b>	<b>Penalty</b>
0 – 20 minutes	5 marks
20 minutes – 1 day	20 marks
1 – 2 days	40 marks
2 – 3 days	50 marks

Late assignments are to be placed in the assignment submission box with a note on the cover sheet to stipulate the due date and actual date of submission.

#### **3.8.5 Policy on Extensions**

All assignment extension requests must be made in advance of the due date to your tutor or, if they are unavailable, the course co-ordinator. Requests must be in writing or via e-mail with your student number included. Significant reasons must exist for an extension and documented medical evidence may need to be provided. An application form for extension of assignment is available on the Schools website at <http://ecocomm.anu.edu.au/schools/mmib/default.asp>.

Requests will not automatically be granted and students should continue with assignment preparation on the basis that the extension request may not be approved.

#### **3.8.6 Presentation of Assignments**

- Assignments are to be word-processed. The use of strict, professional expression is expected.
- All assignments must have a School cover sheet with all of the appropriate details completed, including name(s), signature(s) and should be dated. Assignment cover sheets are available from the course website. Group assignment cover sheets should be signed by each member, which usually requires advance planning.
- Assignments must be stapled in the top left-hand corner, or bound (where appropriate). Assignments not meeting these criteria will be considered on-submissions.
- The Harvard or Oxford referencing styles are to be used. Links to documentation on proper referencing methods are available on the course website or from the ANU Library website: [http://anulib.anu.edu.au/lib\\_home.html](http://anulib.anu.edu.au/lib_home.html)
- Please do not submit assignments in plastic pockets or folders. If you have a disk to submit as part of your assignment please use bulldog/fold back paper clips, which will be available from the School office upon request.

#### **3.8.7 Return of Assignments**

Assignments, once marked, will be handed back in tutorials. However, if they are ready for collecting during a non-teaching period, assignments will be made available for collection from tutors during consultation hours. Please refer to your course website for notification that assignments are ready to be collected. Queries regarding the marking or collection of assignments should be taken up with your tutor.

Assignments will not be kept or stored. If you do not retrieve your assignment by the beginning of week 3 in the following semester, it will be disposed of.

### **3.8.8 Retention of Assignments**

You must keep a hard copy of your assignment and its related documents. If we cannot find your assignment, the onus is on you to provide a copy of the assignment.

You must keep your marked assignment. Any queries concerning the awarded mark can only be resolved with the original assignment document.

### **3.9 Mid-Semester Examination**

Students are advised of the examination time on the course website, in lectures and on the noticeboard outside the MMIB office.

### **3.10 Final Examination**

The link to the final examination timetable is published on the following website:

<http://timetable.anu.edu.au/>.

Regarding permitted materials for the final examination:

- Electronic dictionaries are not allowed. Permission forms for English/foreign language dictionaries are available from the MMIB Officer foyer.
- If Multiple Choice Answer Sheets are to be used you will require a lead pencil (preferably 2B). An eraser and sharpener are also useful when using these sheets.

## **5. FURTHER ADVICE**

### **5.1 Head of School**

Professor Des Nicholls, the Head of School, advises students on particular matters that cannot be discussed or resolved elsewhere. In these rare circumstances students should make an appointment to see Prof. Nicholls.

### **5.2 Further Examinations**

If the examiners are in doubt as to the grade to be awarded to you, they may invite you to undertake a further examination. The format of a further examination is at the examiners' discretion and may differ in content and form from the original examination. Formats that have been used in the past are formal sit down examinations, oral examinations or written practical work (such as essays). An invitation to undertake a further examination is made solely at the examiners' discretion.

### **5.3 Examination viewing**

Examination viewing is allowed after the results are released to the students. Notices detailing the times, dates and venue for viewing examination script books will be posted on the course website and at the MMIB Office. Students need to bring their student card to these viewing sessions. To review examination question papers students need to make an appointment with their lecturer.

### **5.4 Lost Property**

If you lose an item during any BUSN or BUSI unit, please check at the Lost and Found Office in the John Yencken Building (Building 45) as all lost property is sent there.

### **5.5 Generic Forms**

Forms including assessment cover sheets and dictionary proformas are available from the MMIB Office foyer and can also be downloaded from the course website. Please remember that these forms are generic and do not override any instructions or forms provided by your lecturer.

## **5.6 Conduct**

According to the College website, <http://ecocomm.anu.edu.au/ug/troubleshooting.asp>, students should attend all classes and:

- Be there on time. If you arrive late try to use the back entrance (if available) and do not disturb others. If you have to leave early, it is better to sit near the aisle near the back of the theatre.
- Be courteous to your fellow students and the teaching staff. In particular, while someone is talking, please show some respect and listen.
- Be prepared for class. Lectures normally involve some pre-reading and, sometimes, exercises. You should complete these tasks beforehand so that you maximise the value of the lecture. If lecture notes have been provided, bring them to the lecture and ensure that you are familiar with their contents. Attempt all assigned tutorial questions before the class.
- Take any rubbish with you when you leave a room.
- Do not eat or drink during class or in teaching rooms.

Please note: Students who are disruptive or prevent others from fully participating in lectures, seminars or tutorials will be asked to leave.