Research School of Management
The Australian National University
ACT 2601
Tel: 02 6125 6737, 02 6125 9839
Fax: 02 6125 8796
Email: rsm.enquiries@anu.edu.au

College of Business and Economics
The Australian National University
ACT 2601
Tel: International +61 2 6125 3807
Within Australia: 1300 732 120
(local call cost only)
Fax: International: +61 2 6125 0744
Within Australia: 02 6125 0744

Student Office: Building 26C

Students with enquiries about program (degree) requirements should contact the College office; enquiries about course administration (subjects) are normally handled by the relevant Research School.

MGMT8003
Organisational Behaviour

COURSE DESCRIPTION
The objective of this course is to provide an evidence-based understanding of best practice in management of people and organisations. As a research-led course it will explore a range of organisational behaviour theories, and half the assessment will take the form of a research project.

Information about how this course fits into your Program, e.g. how it contributes to Majors and Minors, and whether or not it is a core course or an elective course, can be obtained from Study@ANU, your lecturer, or the College Student Advisers.

<table>
<thead>
<tr>
<th>Course Delivery</th>
<th>Lecture, seminar, team work, and presentations held on Thursdays, 5-8 pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prerequisites</td>
<td>As listed in Programs and Courses</td>
</tr>
<tr>
<td>Incompatible Courses</td>
<td>As listed in Programs and Courses</td>
</tr>
<tr>
<td>Course Convenor/Lecturer:</td>
<td>Professor George Chen</td>
</tr>
<tr>
<td>Phone:</td>
<td>6125 6194</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:George.chen@anu.edu.au">George.chen@anu.edu.au</a></td>
</tr>
<tr>
<td>Office hours for student consultation:</td>
<td>Wednesdays, 3-5 pm</td>
</tr>
<tr>
<td>Student administrator/s</td>
<td>RSM Student Office (Monday to Friday 9am to 5pm)</td>
</tr>
</tbody>
</table>
MGMT8003 Organisational Behaviour

Phone: 6125 6737 or 6125 9839
Email: Enquiries.rsm@anu.edu.au

http://programsandcourses.anu.edu.au

COURSE OVERVIEW

Learning Outcomes (LO)
Upon successful completion of the requirements for this course, students will be able to:
1. Define, explain and illustrate a range of the concepts and theories of organisational behaviour;
2. Analyse the behaviour of individuals and groups in organisations in terms of the concepts, theories or principles of organisational behaviour;
3. Apply concepts, theories or principles of organisational behaviour to real life management situations;
4. Demonstrate a critical understanding of organisational behaviour theories and current empirical research findings associated with the topics covered in this course;
5. Communicate effectively in oral and written forms about organisational behaviour theories and their application with appropriate concepts and logical arguments.

Research-Led Teaching
Recently, many universities have adopted ‘research-led education’ as the cornerstone of their vision for education. The educational philosophy of ANU is that students are part of a community of scholars. Because the vast majority of ANU academic staff will be highly research-active, education will be research-led. An ANU education will engage students and stretch them intellectually, encouraging them to question the norms – to ask “why”, not only “how”, and to discover through their own research. This emphasis on research-led education resonates with the movement for evidence-based management (EBM) in management discipline, which recognises that contemporary managers make limited use of the vast behavioural science evidence base relevant to effective management practice. The distinctive research-led features of this course include:
(a) Student engagement with case studies using critical thinking questions to critique and apply OB concepts in case study scenarios;
(b) The Individual Essay and Team Projects are also research-led in that students will need to research and analyse with OB theories/principles to draw conclusions or make recommendations to solve the problems identified.

Student Feedback
All CBE courses are evaluated using Student Experience of Learning and Teaching (SELT) surveys, administered by Planning and Statistical Services at the ANU. These surveys are offered online, and students will be notified via email to their ANU address when surveys are available in each course. Feedback is used for course development so please take the time to respond thoughtfully. Course feedback is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching and to improve courses across the university. For more information on student surveys at ANU and reports on feedback provided on ANU courses, visit http://unistats.anu.edu.au/surveys/selt/students/ and http://unistats.anu.edu.au/surveys/selt/results/learning/
# MGMT8003 Organisational Behaviour

## Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Date (Thursday)</th>
<th>Theme/Topic</th>
<th>Activities</th>
<th>Required Student Preparation</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>19 Feb</td>
<td>Introduction to Organisational Behaviour</td>
<td>Course introduction, project team formation, and lecture</td>
<td>Course outline (available on Wattle) Chapter 1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>26 Feb</td>
<td>Foundation of Individual Behaviour in Organisations Q&amp;A for A1</td>
<td>Lecture, class discussion and case study 1</td>
<td>Chapter 2 &amp; 6</td>
<td>Submit One-page self-introduction with a photo to Wattle by 4pm, Thursday 26 Feb</td>
</tr>
<tr>
<td>3</td>
<td>5 March</td>
<td>Value, Attitude, Job Satisfaction and Organisational Commitment Q&amp;A for A2</td>
<td>Lecture and exercise 1</td>
<td>Chapter 3</td>
<td>Submit team assignment topic selection for A2 in class, Thursday 5 March</td>
</tr>
<tr>
<td>4</td>
<td>12 March</td>
<td>Personality and Emotion at Work</td>
<td>Lecture, case study 2 and team project discussion</td>
<td>Chapters 4 &amp; 5</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>19 March</td>
<td>Motivation Q&amp;A for A1 &amp; A2</td>
<td>Lecture and case study 3</td>
<td>Chapters 7</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>26 March</td>
<td>Groups and Teams</td>
<td>Lecture, exercise 2, and Quiz 1</td>
<td>Chapters 8 &amp; 9</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>2 April</td>
<td>Leadership</td>
<td>Lecture and exercise 3</td>
<td>Chapter 11</td>
<td>Individual assignment A1a due Thursday 2 April</td>
</tr>
<tr>
<td>8</td>
<td>-</td>
<td>-</td>
<td>Term Break</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>-</td>
<td>-</td>
<td>Term Break</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>23 April</td>
<td>Power and Politics</td>
<td>Lecture and case study 4</td>
<td>Chapter 12</td>
<td>Team assignment A2a due Thursday 23 April</td>
</tr>
<tr>
<td>11</td>
<td>30 April</td>
<td>Conflict and Negotiation</td>
<td>Lecture and case study 5</td>
<td>Chapter 13</td>
<td></td>
</tr>
</tbody>
</table>
### Course Assessment

**Assessment Summary**

Assessment for this course will be confirmed in week two of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

<table>
<thead>
<tr>
<th>Assessment Items</th>
<th>Weightings (%)</th>
<th>Date/Due Date</th>
<th>Linked Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Quiz 1 (MC questions)</td>
<td>10%</td>
<td>26 March during seminar</td>
<td>LO1 &amp; 4</td>
</tr>
<tr>
<td>2. Quiz 2 (MC questions)</td>
<td>15%</td>
<td>7 May during seminar</td>
<td>LO1 &amp; 4</td>
</tr>
<tr>
<td>3. Individual Assignment (Application-oriented)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) Essay outline (IA1)</td>
<td>10%</td>
<td>2 April, Thursday @ 4:00 pm</td>
<td>LO1, 2, 3, 4 &amp; 5</td>
</tr>
<tr>
<td>2) Completed essay (IA2)</td>
<td>30%</td>
<td>28 May, Thursday @ 4:00 pm</td>
<td>LO1, 2, 3, 4 &amp; 5</td>
</tr>
<tr>
<td>4. Team Assignment (Research-oriented)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) Report of literature review (TA1)</td>
<td>25%</td>
<td>23 April, Thursday @ 4:00 pm</td>
<td>LO1, 3, 4 &amp; 5</td>
</tr>
<tr>
<td>2) Presentation (TA2)</td>
<td>10%</td>
<td>14/21 May; ppt due 14 May, Thursday @ 4:00pm</td>
<td>LO1, 3, 4 &amp; 5</td>
</tr>
</tbody>
</table>

Note: There is no examination for this course. All assessment items above must be submitted or attempted to be eligible to pass the course.
Assessment Requirements

Item 1 - Quiz 1:

Date: 26 March

Value: 10 marks (10%)

Instruction: The quiz will be taken during the seminar for a duration of 20 minutes. It consists of 20 multiple choice questions. The quiz is closed book. The details will be discussed in class in due course.

Item 2 - Quiz 2:

Date: 7 May

Value: 15 marks (15%)

Instruction: The quiz will be taken during the seminar for a duration of 30 minutes. It consists of 30 multiple choice questions. The quiz is closed book. The details will be discussed in class in due course.

Item 3 – Individual Assignment (IA): An Essay on Application of OB Theory

Due Date: Refer to Assessment Summary in the course outline

Values: 40 marks (40%); including 10 marks for IA1 (essay outline), and 30 marks for IA2 (completed essay).

Word limit: IA1: 500 words; IA2: 2,000 words, with 10% flexibility (excluding references and appendices)

Purpose: This assignment aims to help you to apply relevant OB theories/principles you learn from this course to analyse organisational problems, and propose recommendations to solve the problems.

Structure of the Assignment:

This assignment consists of two components: IA1 (A detailed outline for this assignment) and IA2 (the completed essay).

Three alternative topics are provided. You should select one of the three topics provided to complete this assignment:

Note: The topics and detailed requirements for the individual assignment with the marking criteria are provided on Wattle.

Item 4 – Team Assignment (TA): Literature Review on an OB Topic

Purpose: This assignment aims to help students to develop the skills to review and present recent OB literature on a topic in the domain of Organisational Behavior so as to develop better understandings of important OB topics.

This assignment consists of two components: (1) TA1 – Written Report of Literature Review; and (2) TA2 – Oral Presentation and Discussion.
TA1 – Written Report of Literature Review on an OB Topic

Due Date: Refer to Assessment Summary in the course outline
Value: 25 marks (25%)

Word Limit: 2500 words with 10% flexibility (excluding references and appendices)

Tasks and Guidelines:

- This project requires students to work in teams of 4-5 students. Teams will be formed in the first seminar.
- Each team will conduct a literature review on a chosen topic within one of the OB areas provided by the lecturer (available on Wattle). To avoid topic overlapping, each team is required to choose and submit two alternative topics to the lecturer in class (Due Date: Refer to Assessment Summary in the course outline). The lecturer will decide one of the topics for each group. If your team intends to work on a topic not included in the list provided, you will need to submit a justification for your decision and get approval from the lecturer.

- Your scope of review should be broad enough to sufficiently cover the focal topic. To complete the assignment, you should cite at least 20 articles with 10 of them published in the recent 5 years (2010-2015) to make sure that the most updated knowledge on the selected area will be reviewed.

- Your literature review should include the following sections:
  - **Executive Summary (400 words).** Provide a brief summary of your review of the literature and the key theoretical and practical implications.
  - **Introduction (300 words).** Include the objective of your literature review, the definitions of key variables in the review, the background of the development of the selected topic, and the significance/importance of the topic.
  - **Review and analysis (1400 words).** Provide a detailed review of the relevant literature on the topic. A good review should go beyond simply a summary of the literature. You should try to group the literature into different themes (e.g., antecedents, outcomes, mediators, and moderators etc.), integrate them, make comparisons (e.g., similarities and differences), and critically evaluate the findings.
  - **Theoretical implications (200 words).** Discuss the theoretical contributions of the research on the topic to the OB literature. What are the new understandings about OB? What are the impacts on OB knowledge, and possible future research directions?
  - **Practical implications (200 words).** Discuss how findings from research on this topic can inform or guide managerial practices in organisations.

- The marking criteria are provided in the marking sheet in the Appendix.

TA2: Team Oral Presentation and Discussion (based on Literature Review on an OB Topic)

Date: Refer to Proposed Assessment (Summary) in the course outline
Value: 10 Marks (10%)

Purpose: This assignment helps students to develop effective presentation skills to convey the results of their literature review, and lead a discussion on OB topics.

Instructions:
MGMT8003 Organisational Behaviour

- For this assignment, your team needs not only to make a presentation, but also to evoke audience participation and lead class discussions.
- The presentation should discuss the key results from your topic analysis. Your team should also develop a set of questions to stimulate class discussions.
- It is important to incorporate the comments/suggestions on your written report from the lecturer into your oral presentation.
- Each group has 15 minutes for its presentation, followed by a 10 min discussion session. As we are restricted in time, please ensure to finish your presentation and discussions within the allocated time. An unfinished presentation will result in losing points of your grade.
- All members of a group should be involved, but they may take different roles.
- You should use power point slides for your presentation. For a 15 minute presentation, a maximum of 15 slides should be used.
- Before class: a soft copy of the power point should be sent to the lecturer via email. In class: A hard copy of the power point should be presented to the lecturer.
- Each team is also required to provide the completed Teamwork Contribution Form (template provided on Wattle) at the time of the presentation.
- The marking criteria are provided in the marking sheet in the Appendix.

General Requirements for Written Assignments:
1. The preferred order of selecting references is as follows: A*/A journal articles, other-ranking journal articles, conference proceedings, and other online sources. Ranking of journals is available at http://www.arc.gov.au/era/era_2010/archive/era_journal_list.htm#1

2. APA style should be followed in using references. More information is available at: https://academicskills.anu.edu.au/resources/handouts/writing-references-listor-bibliography

3. You should indicate the total number of words for your whole assignment as well as the number of words in each section (please check the word limit indicated in each assignment).

4. Formatting requirements:
   - You must correctly reference all information that you have used in preparing your submission.
   - Presentation: use font size 12 (Times New Roman), 1.5 line spacing, and number the pages.
   - You are encouraged to use headings and sub-headings where appropriate.

General Requirements for Submitting Assignments:
- You should submit both hard and electronic copies.
  - Online Submission: Assignments are to be MS Word processed (Please Don’t use PDF file) within a single file.
    - The electronic copy of the individual assignment should be submitted using the course Wattle site;
    - The electronic copies of the team assignment should be submitted to George.chen@anu.edu.au via email, and cc to all team members. (Note: The lecturer will reply this email with all members’ email addresses so all team members will be able to get the comments from the lecturer)
  - Hard Copy Submission: Individual assignments must be submitted to the School Office. Fax submissions are not acceptable. Assignments are to be placed in the relevant assignment box in the School foyer opposite the main counter by 4
pm on Thursday 28 May. All assignments submitted through the School
assignment boxes are date stamped and checked against class lists. Team
assignment can be submitted to the lecturer in class. If an assignment is mislaid,
you will be required to provide a copy.

- All assignments must have a cover sheet with all of the appropriate details
  completed, including the name of the lecturer. The cover sheet can be found from
  Wattle. All students are required to keep a copy of assignments.

Extension and Penalties

Where an assignment is submitted after the due date, students are penalised by five per
cent of the possible marks available for the assessment task per working day or part
thereof.

Special Consideration for Assessments

Students who are unable to submit their assignment by the due date may be eligible for an
extension if supported by an application for Special Consideration.

Information on special assessment consideration can be found at:
http://www.anu.edu.au/students/program-administration/assessments-exams/special-
assessment-consideration .

Special Consideration applications must be completed before the due date of the affected
assessment, or no later than three working days after the due date of the affected
assessment.

The application must include all supporting documentation and include a copy of as much of
the assignment as has been completed by the due time and date.

Special consideration applications are only submitted online at
special.consideration@anu.edu.au. You will be notified by the RSM office if an extension
has been approved.

Resubmission of Assignments

Re-submission of assignments is not permitted in this course.

Identify Your Assignment with Your Student Number Only

When submitting your assignment please ensure that it contains your student number in
the file name and on the first page. Please do not put your name anywhere in your
assignment.

Use of Assignments as Exemplars and Grade Moderation

An important resource for enhancing educational quality is a stock of student work, which
can be de-identified and used as exemplars for future students in ANU courses, and for
grade moderation exercises for teaching staff. If you do not wish your assignment to be used
for such purposes please include a note to that effect on the front page of the assignment.

Workloads

Students taking this course are expected to commit at least 10 hours a week to completing
the work. This will include 3 hours per week in class and at least 7 hours a week on average
(including non-teaching weeks) on course reading, research, writing and assignment work.
MGMT8003 Organisational Behaviour

Attendance Requirements
Students are expected to attend lectures and participate in team presentations and class discussions.

Scaling
Your final mark for the course will be based on the raw marks allocated for each assignment or examination. However, your final mark may not be the same number as produced by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed or equal the scaled mark of that student), and may be either up or down.

Finalisation of Marks and Grades
After marking is concluded the lecturer will submit a report to the Committee of Examiners for the course recommending final marks and letter grades for each student. The Committee comprises, at a minimum, the Director of the Research School of Management, the lecturer, and at least one second examiner. The lecturer’s recommendations are based on the points accumulated by each student and judgments about individual student performance, guided by the ANU Policy on Coursework Assessment: https://policies.anu.edu.au/plp/document/ANUP_004603 The Director of the Research School of Management then forwards the marks and grades to the Executive of the College of Business and Economics for final approval.

PREScribed TEXT

Reference Books


Journals:
Academy of Management Executive
Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Harvard Business Review
Journal of Applied Psychology
Journal of Management
Journal of Occupational and Organizational Psychology
Journal of Organizational Behaviour
Journal of Vocational Behaviour
Management and Organisation Review
Organizational Behaviour & Human Decision Processes
Personnel Psychology

Note: many of these journals are available in full text through the ANU Library on-line site: http://anulib.anu.edu.au/search/e-resources/index.html

COMMUNICATION

Email is the preferred way of communication.

Email
If necessary, the lecturer for this course will contact students on their official ANU student email address. Information about your enrolment and fees from the Registrar and Student Services’ office will also be sent to this email address.

Announcements
Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures will be posted on the door of the relevant room.

Course URLs
More information about this course may be found on:
• Programs and Courses (http://programsandcourses.anu.edu.au/2014/Catalogue)
• The College of Business and Economics website (http://cbe.anu.edu.au/students/student-information/college-courses/) and
• Wattle (https://wattle.anu.edu.au), the University's online learning environment. Log on to Wattle using your student number and your ISIS password.

POLICIES

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University's education policies and an explanatory glossary at: https://policies.anu.edu.au/ppl/index.htm.

Policy information on examinations and assessments can be found on the College of Business and Economics website at: http://cbe.anu.edu.au/students/student-information/examinations-assessment/

Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course. Key policies include:
• Student Assessment (Coursework)
• Student Surveys and Evaluations

SUPPORT FOR STUDENTS

The University offers a number of support services for students. Information on these is available online from http://students.anu.edu.au/studentlife/
# APPENDIXES

## TA1: Team Written Report for Literature Review _ Marking Sheet

**MGMT8003 OB _S1 2015**

<table>
<thead>
<tr>
<th>Team #:</th>
<th>Topic:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name of a Team Member:</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Needs much more work</th>
<th>Needs some more work</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
<th>Mark</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Content</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive summary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/15</td>
</tr>
<tr>
<td>Introduction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td>Scope and quality of references</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td>Quality of analysis of the literature: critical evaluation, logical arguments supported by theory and evidence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/30</td>
</tr>
<tr>
<td>Theoretical implications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td>Practical implications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td><strong>Structure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional formatting and layout</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/5</td>
</tr>
<tr>
<td>Appropriate essay structure, citations, grammar and word limit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td><strong>Total Marks:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Comments:</strong></th>
<th></th>
</tr>
</thead>
</table>

## TA2: Team Presentation and Discussion _ Marking Sheet

**MGMT8003 OB _S1 2015**

<table>
<thead>
<tr>
<th>Team #:</th>
<th>Topic:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name of a Team Member:</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Needs much more work</th>
<th>Needs some more work</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Familiarity with the materials (reading is NOT equal to familiarity)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/30</td>
</tr>
<tr>
<td><strong>Clarity of presentation (visual aid and verbal)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/25</td>
</tr>
<tr>
<td><strong>Engagement with audience, discussions and responses to questions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/25</td>
</tr>
<tr>
<td><strong>Overall structure and cohesiveness of the team’s presentation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/15</td>
</tr>
<tr>
<td><strong>Effective time management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/5</td>
</tr>
<tr>
<td><strong>Total Mark</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/100</td>
</tr>
</tbody>
</table>
MGMT8003 Organisational Behaviour

Note: The presentation will be marked by the lecturer, as well as by all team coordinators in class. The average of all team coordinators’ marks will count for 30% of your final presentation mark; while the lecturer’s mark will count for the remaining 70%. (Marking sheets for Individual Assignments are available on Wattle)