

# MGT200 ORGANISATIONAL BEHAVIOUR T323 BRIEF

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle.

Information contained within this Subject Outline applies to students enrolled in the trimester as indicated

## 1. General Information

### 1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Coordinator
B Bus (Accg); B Bus (Mgt & Finance)	1 trimester	Level 2	Dr Gazi Hossain <a href="mailto:gazi.hossain@koi.edu.au">gazi.hossain@koi.edu.au</a> P: +61 (2) 9283 3583 Level 1, 545 Kent St. Consultation: via Moodle or by appointment.

### 1.2 Core / Elective

This is a core subject for the above courses.

### 1.3 Subject Weighting

Indicated below is the weighting of this subject and the total course points.

Subject Credit Points	Total Course Credit Points
4	BBus (Accg) 96; BBus (Mgt & Finance) 96

### 1.4 Student Workload

Indicated below is the expected student workload per week for this subject.

No. timetabled hours/week*	No. personal study hours/week**	Total workload hours/week***
4 hours/week (2 hour Lecture + 2 hour Tutorial)	6 hours/week	10 hours/week

\* Total time spent per week at lectures and tutorials

\*\* Total time students are expected to spend per week in studying, completing assignments, etc.

\*\*\* Combination of timetable hours and personal study.

**1.5 Mode of Delivery** Classes will be face-to-face or hybrid. Certain classes will be online (e.g., special arrangements).

**1.6 Pre-requisites** BUS106A Intro to Business – A OR  
MGT100 Intro to Management and BUS100 Professional Communication Skills  
(previously named Business Study Skills).

### 1.7 General Study and Resource Requirements

- Students are expected to attend classes with the required textbook and to read specific chapters prior to the tutorials. This will improve their ability to participate in the weekly activities.

- Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
- Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

*Resource requirements specific to this subject:* There are no specific resources required for this subject.

## 1.8 Academic Advising

Academic advising is available to students throughout teaching periods including the exam weeks. As well as requesting help during scheduled class times, students have the following options:

- Consultation times: A list of consultation hours is provided on the homepage of Moodle where appointments can be booked.
- Subject coordinator: Subject coordinators are available for contact via email. The email address of the subject coordinator is provided at the top of this subject outline.
- Academic staff: Lecturers and Tutors provide their contact details in Moodle for the specific subject. In most cases, this will be via email. Some subjects may also provide a discussion forum where questions can be raised.
- Head of Program: The Head of Program is available to all students in the program if they need advice about their studies and KOI procedures.
- Vice President (Academic): The Vice President (Academic) will assist students to resolve complex issues (but may refer students to the relevant lecturers for detailed academic advice).

## 2. Academic Details




### 2.1 Overview of the Subject






The subject of study focuses on the individual and group processes of organisational behaviour, motivation, teamwork and performance, the effects of different communication styles, types of conflict, leadership, and the skills for contributing to organisational effectiveness and effective change. The cultural, ethical and social concerns of organisational behaviour are reviewed.

### 2.2 Graduate Attributes for Undergraduate Courses

Graduates of the *Bachelor of Business (Accounting)*, and the *Bachelor of Business (Management and Finance)* courses from King's Own Institute will achieve the graduate attributes expected from successful completion of a Bachelor's degree under the Australian Qualifications Framework (2<sup>nd</sup> edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

King's Own Institute's generic graduate attributes for a bachelor's level degree are summarised below:

	KOI Bachelor Degree Graduate Attributes	Detailed Description
	Knowledge	Current, comprehensive and coherent knowledge
	Critical Thinking	Critical thinking and creative skills to analyse and synthesise information and evaluate new problems
	Communication	Communication skills for effective reading, writing, listening and presenting in varied modes and contexts and for transferring knowledge and skills to a variety of audiences

	Information Literacy	Information and technological skills for accessing, evaluating, managing and using information professionally
	Problem Solving Skills	Skills to apply logical and creative thinking to solve problems and evaluate solutions
	Ethical and Cultural Sensitivity	Appreciation of ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Teamwork	Leadership and teamwork skills to collaborate inspire colleagues and manage responsibly with positive results.
	Professional Skills	Professional skills to exercise judgement in planning, problem solving and decision making




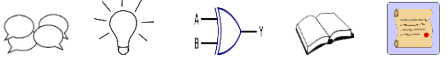
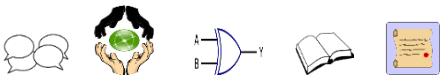
Across the course, these skills are developed progressively at three levels:

- **Level 1 Foundation** – Students learn the basic skills, theories and techniques of the subject and apply them in basic, stand-alone contexts.
- **Level 2 Intermediate** – Students further develop skills, theories and techniques of the subject and apply them in more complex contexts, beginning to integrate the application with other subjects.
- **Level 3 Advanced** – Students have a demonstrated ability to plan, research and apply the skills, theories and techniques of the subject in complex situations, integrating the subject content with a range of other subject disciplines within the context of the course.

## 2.3 Subject Learning Outcomes

This is a Level 2 subject.

Listed below, are *key* knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Graduate Attributes
a) Analyse the theories of organisational behaviour and apply them in an organisational setting	
b) Evaluate potential organisational problem situations and formulate proactive managerial interventions, considering cultural, ethical and social concerns	
c) Conduct a comprehensive literature review and critically analyse the findings on current developments in organisational behaviour	
d) Communicate effectively in oral and/or written forms about organisational behaviour theories and their application with appropriate concepts and logical arguments	
e) Synthesise knowledge of leadership principles and processes to articulate and enact effective leader and follower behaviours.	

## 2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.

Weekly Planner:

Week beginning	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
1 30 Oct	Introduction to the field of organisational behaviour	Ch.1	Tutorial class activity and discussion on – Contemporary organization challenges - Zara case study
2 06 Nov	Individual behaviour, personality and values	Ch.2	Tutorial class activity and discussion on – Personality, and values case study, Personality tests
3 13 Nov	Perceiving ourselves and others in organisations	Ch.3	Tutorial class activity and discussion on - Introduction to reviewing journal articles, - Self-Concept case study
4 20 Nov	Workplace emotions, attitudes and stress	Ch.4	Tutorial class activity and discussion on – Emotional Intelligence - Managing stress at workplace case study
5 27 Nov	Foundations of employee motivation	Ch.5	Tutorial class activity and discussion on – theories of motivation / Motivation at workplace case study
6 04 Dec	Decision making and creativity	Ch.7	<b>Assessment 2 due</b> – Individual Essay – research based  Tutorial class activity and discussion on – Employee Involvement in decision making
7 11 Dec	Team dynamics	Ch.8	Tutorial class activity and discussion on – team effectiveness, - Case study on Team cohesion
8 02 Jan (Tue)	Leadership in organisational settings	Ch.12	Tutorial class activity and discussion on leadership theories- – Shared Leadership case study
9 08 Jan	Conflict and negotiation in the workplace	Ch.11	Tutorial class activity and discussion on managing conflict at workplace- – Conflict handling strategies case study
10 15 Jan	Organisational culture	Ch.14	<b>Assessment 3 due</b> - Group Report research based  Tutorial class activity and discussion on – the importance of organizational culture

11 22 Jan	Organisational change	Ch.15	Tutorial class activity and discussion on – managing resistance to change - Action research approach case study
12 29 Jan	Exam Revision		Exam discussion and practice
13 05 Feb	Study Review Week and Final Exam Week		
14 12 Feb	Examinations Continuing students - enrolments for T124 open	Please see exam timetable for exam date, time and location	
15 19 Feb	Student Vacation begins New students - enrolments for T124 open		
16 26 Feb	<ul style="list-style-type: none"><li>● Results Released</li><li>● Review of Grade Day for T323 – see Sections 2.6 and 3.2 below for relevant information.</li><li>● Certification of Grades</li></ul> <p>NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.</p>		
T124 4 Mar 2024			
1 04 Mar	Week 1 of classes for T124		

## 2.5 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- *Lectures* (2 hours/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the assessment in many subjects (see details in Section 3.1 for this subject). Supplementary tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

## 2.6 Student Assessment

Provided below is a schedule of formal assessment tasks and major examinations for the subject.

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 1: Formative Assessment - Moodle Questions	Week 4	0%	
Assessment 2: Tutorial Participation – Individual	Weeks 2 to 11	10%	a, b, c, and d
Assessment 3: Individual Essay – research based (Individual Assessment), 1,500 (+/- 10%) words in essay format.	<b>Due Week 5 (11pm, 6 August 2023)</b>	25%	a, b, c, d, e
Assessment 4: Case Studies Analysis	<b>Due Week 10 11pm Sunday 10 September 2023</b>	25%	a, b, c, d
Assessment 5: Final examination  On-campus: 2 hours + 10 mins reading time  Online: 2 hours + 30 mins technology allowance	<b>Final Exam Period</b>	40%	a, b, d, e

### *Requirements to Pass the Subject:*

To gain a pass or better in this subject, students must gain a *minimum of 50%* of the total available subject marks.

## 2.7 Prescribed and Recommended Readings

Provided below, in formal reference format, is a list of the prescribed and recommended readings. While the lecture slides on Moodle summarise the essential concepts and principles from each chapter as a study guide to facilitate your mastery of the course material, they do not provide the examples and details that are necessary to allow you to effectively use that material to enhance your work and career success. In addition to this increased understanding of the course material to be obtained directly by reading and studying the textbook, you will also need it for most of the reflection exercises, cases and review questions that we will be analysing in tutorial classes.

### ***Prescribed Text:***

McShane, S, Olekalns, M, & Newman, A 2019. *Organisational Behaviour: Emerging Knowledge. Global Insights*. 6<sup>th</sup> edition. McGraw-Hill Australia. Sydney. Available from: ProQuest Ebook Central. Available from: ProQuest Ebook Central. [26 May 2020].

### ***Recommended Readings:***

#### ***Books:***

Chapter Wilkin, L, & Belak, T (eds) 2020, *From Discord to Harmony: Making Your Workplace Hum*,

Information Age Publishing, Incorporated, Charlotte, NC.

Cross, C & Carbery, R, 2022, *Organisational Behaviour, An Introduction*, 2<sup>nd</sup> ed, Red Globe Press

Griffin, R.W., Phillips, J.M, Gully, J.M, Creed, A., Gribble, L., and Watson, M., 2020. *Organisational Behaviour: Engaging People and Organisations*. 1<sup>st</sup> ed . Cengage Australia

Novakovic, A, & Vincent, D (eds) 2019, *Group Analysis: Working with Staff, Teams and Organizations*, Taylor & Francis Group, Milton.

Robbins, S., Bergman, R., Stagg, I. and Coulter, M., 2019. *Organisational Behaviour*. 9th ed. Melbourne: Pearson Australia.

### **Journal articles:**

Benuyenah, V 2021, '*Theorising an organisational citizenship behaviour model for managerial decision-making: from history to contemporary application*', *Management Research Review*, vol. 44, no. 8, pp. 1182–1198, viewed 9 August 2023,  
<https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=151631718&site=ehost-live>

Sheedy, E, Garcia, P & Jepsen, D 2021, '*The Role of Risk Climate and Ethical Self-interest Climate in Predicting Unethical Pro-organisational Behaviour*', *Journal of Business Ethics*, vol. 173, no. 2, pp. 281–300, viewed 9 August 2023,  
<https://search.ebscohost.com/login.aspx?direct=true&db=eue&AN=152535498&site=ehost-live>

Thakur, A 2022, '*Strategic Human Resource Management and Organizational Citizenship Behavior: A Critical Review of the Relationship in the Presence of Employee Diversity*', *International Management Review*, vol. 18, pp. 5–23, viewed 9 August 2023,  
<https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=159484786&site=ehost-live>

Tyagi, S, Krishna, C & Sharma, P 2023, '*A Study of Organizational Citizenship Behaviour on Employee Motivation: A Literature Review*', *ANWESH: International Journal of Management & Information Technology*, vol. 8, no. 1, pp. 13–16, viewed 9 August 2023,  
<https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=164273667&site=ehost-live>

Turner, R 2022, '*Forty years of organizational behaviour research in project management*', *International Journal of Project Management*, vol. 40, no. 1, pp. 9–14, viewed 9 August 2023,  
<https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=155627674&site=ehost-live>



Boatswain, B 2022, 'Today's Manager: Integrating Emotional Intelligence and Leadership Skills', *Organisation Development Review*, vol. 54, no. 4, pp. 76-78, viewed 3 April 2023, <<https://search.ebscohost.com> >.

Parra, C M, Gupta, M, and Cadden, T 2022, 'Towards an understanding of remote work exhaustion: A study on the effects of individuals' big five personality traits', *Journal of Business Research*, vol. 150, pp. 653-662, viewed 2 April 2023, <<https://search.ebscohost.com>>.

Alhassan, N & Greene, E 2020, 'Individual Approach to Employee Motivation: Is It Worthwhile in the 21st Century?', *International Journal of Global Business*, vol. 13, no. 1, pp. 16–24, viewed 27 November 2020, <<https://search.ebscohost.com> >.

Breslin, T 2019, 'Eliminating unconscious bias from the workplace', *American Banker*, vol. 184, no. 211, p. 1, viewed 27 November 2020, <<https://search.ebscohost.com> >.

Haque, A, Fernando, M & Caputi, P 2019, 'The Relationship Between Responsible Leadership and Organisational Commitment and the Mediating Effect of Employee Turnover Intentions: An Empirical Study with Australian Employees', *Journal of Business Ethics*, vol. 156, no. 3, pp. 759–774, viewed 27 November 2020, <<https://search.ebscohost.com> >.

Ng, ES & Sears, GJ 2020, 'Walking the Talk on Diversity: CEO Beliefs, Moral Values, and the Implementation of Workplace Diversity Practices', *Journal of Business Ethics*, vol. 164, no. 3, pp. 437–450, viewed 27 November 2020, <<https://search.ebscohost.com> >.

Story, JSP & Castanheira, F 2019, 'Corporate social responsibility and employee performance: Mediation role of job satisfaction and affective commitment', *Corporate Social Responsibility & Environmental Management*, vol. 26, no. 6, pp. 1361–1370, viewed 27 November 2020, <<https://search.ebscohost.com> >.

Talukder, AKMMH 2019, 'Supervisor Support and Organizational Commitment: The Role of Work–Family Conflict, Job Satisfaction, and Work–Life Balance', *Journal of Employment Counseling*, vol. 56, no. 3, pp. 98–116, viewed 27 November 2020, <<https://search.ebscohost.com> >.

Törnroos, M, Salin, D & Magnusson Hanson, L 2020, 'High-involvement work practices and conflict management procedures as moderators of the workplace bullying–wellbeing relationship', *Work & Stress*, vol. 34, no. 4, pp. 386–405, viewed 27 November 2020, <<https://search.ebscohost.com> >.

### **Journals and Periodicals:**

- *Academy of Management Executive*
- *Academy of Management Journal*
- *Academy of Management Review*
- *Annual Review of Psychology*
- *Australian Journal of Management*
- *Australian Journal of Organisational Behaviour*
- *California Management Review*
- *Group and Organization Management*
- *Harvard Business Review*
- *International Journal of Organisational Behaviour*
- *Journal of Applied Behavioral Science*
- *Journal of Applied Psychology*
- *Journal of Applied Social Psychology*
- *Journal of Management*



- *Journal of Managerial Psychology*
- *Journal of Occupational Psychology*
- *Journal of Organizational Behavior*
- *Journal of Personality and Social Psychology*
- *Leadership and Organization Development Journal*
- *MIT Sloan Management Review*
- *Organizational Dynamics*

### **Useful Websites:**

The following websites are useful sources covering a range of information useful for this subject. However, not all of them are sources of Academic Peer Reviewed theory and research. If your assessments require academic peer reviewed journal articles as sources, you need to access such sources using the Library database, Ebscohost, or Google Scholar.

Please ask the Library staff if you are unsure how to access Ebscohost. Instructions also can be found in Moodle.

- Academy of Management – OB Division - The Organizational Behaviour Division of the Academy of Management exists to advance the development of scholars and scholarship within the content domain of organizational behaviour. The site provides access to podcasts on various topics.  
<http://www.obweb.org/>
- Cambridge Centre for Behavioural Studies – Behaviour in Organisations – a range of papers available for download in pdf format – select the solutions tab and select Behaviour in Organisations  
<http://www.behavior.org/interest.php?id=11>
- Institute of Work, Health and Organisations, University of Nottingham, UK, “Work and Organisational Stress”, published by the World Health Organisation – a review of the nature of stress, the causes of stress in the workplace, and suggested strategies and resources to manage stress  
[http://www.who.int/occupational\\_health/publications/en/oehestress.pdf](http://www.who.int/occupational_health/publications/en/oehestress.pdf)
- Melbourne Business School – the webpage below provides access to various current research and working papers [http://works.bepress.com/mbs/all\\_papers.html](http://works.bepress.com/mbs/all_papers.html)