



MGT200 ORGANISATIONAL BEHAVIOUR T325 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	Karen Mahar karen.mahar@koi.edu.au P: +61 (2) 9283 3583 Level 7-11, 11 York Street 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 (2nd 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
Week 1 27 Oct	Introduction to the field of organisational behaviour	Ch.1	Tutorial class activity and discussion on – Contemporary organization challenges - Organisational behaviour case study - HBR
Week 2 03 Nov	Individual behaviour, personality and values	Ch.2	Tutorial class activity and discussion on – Personality, and values case study - Personality tests
Week 3 10 Nov	Perceiving ourselves and others in organisations	Ch.3	Tutorial class activity and discussion on - Introduction to reviewing journal articles, - Self-Awareness in the workplace case study
Week 4 17 Nov	Workplace emotions, attitudes and stress	Ch.4	Assessment 1 due – Formative Assessment – Online Quiz Tutorial class activity and discussion on – Emotional Intelligence - Managing stress at workplace case study
Week 5 24 Nov	Foundations of employee motivation	Ch.5	Tutorial class activity and discussion on – theories of motivation / Motivation at workplace case study
Week 6 01 Dec	Decision making and creativity	Ch.7	Assessment 3 due – Individual Essay – research based Tutorial class activity and discussion on – Employee Involvement in decision making
Week 7 08 Dec	Team dynamics	Ch.8	Tutorial class activity and discussion on – team effectiveness, - Case study on team dynamics
Week 8 15 Dec	Leadership in organisational settings	Ch.12	Tutorial class activity and discussion on leadership theories- – Shared Leadership case study
Week 9 05 Jan	Conflict and negotiation in the workplace	Ch.11	Tutorial class activity and discussion on managing conflict at workplace- – Conflict handling strategies case study
Week 10 12 Jan	Organisational culture	Ch.14	Assessment 4 due - Group Report research based Tutorial class activity and discussion on – Culture at Zappos case study



Week beginning	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
Week 11 19 Jan	Organisational change	Ch.15	Tutorial class activity and discussion on – managing resistance to change - Action research approach case study
Week 12 27Jan (Tue)	Course revision		Assessment 5 due – Individual Academic Reflection – reflective writing and research based Revision of concepts learned, finalise Academic Reflection
Week 13 02 Feb	Study review week and Final Exam Week		
Week 14 09 Feb	Examinations Continuing students - enrolments for T126 open	Please see exam timetable for exam date, time and location	
Week 15 16 Feb	Student Vacation begins New students - enrolments for T126 open		
Week 16 23 Feb	<ul style="list-style-type: none">• Results Released• Review of Grade Day for T325 – see Sections 2.6 and 3.2 below for relevant information.• Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.		
T126 2 Mar 2026			
Week 1 02 Mar	Week 1 of classes for T126		

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.	Week 6	30%	a, b, c, d, e
Assessment 4: Case Studies Analysis	Week 10	30%	a, b, c, d
Assessment 5: Academic Reflection	Week 12	30%	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

Prescribed Text:

McShane, S & Von Gilnow, M.A 2023. *Organisational Behaviour: Emerging Knowledge. Global Reality*. 10th edition. McGraw-Hill Australia. Sydney. Available from: ProQuest Ebook Central. [9 August 2024].

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*, 2nd 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*. 1st 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:

Aljumah, A (2023), The impact of extrinsic and intrinsic motivation on job satisfaction, *Cogent Business and Management*, vol. 10, no. 3, pp. 1182–1198, viewed 2 April 2024, [DOI: 10.1080/23311975.2023.2270813](https://doi.org/10.1080/23311975.2023.2270813)

Alfes, K (2023), 'New ways of working and the implications for employee', *International Journal of Human Resource Management*, vol. 33, no. 22, pp. 4361–4385, viewed 2 April 2024, [DOI: 10.1080/09585192.2022.2149151](https://doi.org/10.1080/09585192.2022.2149151)

Biswas, R., Bharathi, R., Keerthiraj, K. S., Sharma, M., & Banu, S. R. (2024). Effective Change Management Strategies: Lessons Learned from Successful Organizational Transformations. *Journal of Informatics Education and Research*, 4(2) viewed 9 August 2024, <https://doi.org/10.52783/jier.v4i2.1060>

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> >.

Du, J., 2024. Leveraging artificial intelligence to address cross-cultural workplace bullying among international students in Australia. *International Journal of Global Economics and Management*, 3(1), pp.332-341, viewed 14 August 2025, <https://pdfs.semanticscholar.org/6be8/807d73f884a68c0f349ed18d3d8fe2c34d26.pdf>

García-Madurga, M.Á., Gil-Lacruz, A.I., Saz-Gil, I. and Gil-Lacruz, M., 2024. The role of artificial intelligence in improving workplace well-being: A systematic review. *Businesses*, 4(3), pp.389-410, viewed 14 August 2025, <https://doi.org/10.3390/businesses4030024>

Hajjami, O. and Crocco, O.S., 2024. Evolving approaches to employee engagement: comparing antecedents in remote work and traditional workplaces. *European Journal of Training and Development*, 48(3/4), pp.375-392. <https://doi.org/10.1108/EJTD-10-2022-0103>

Higgs, M. and Dulewicz, V., 2024. Emotionally Intelligent Leadership and Organisations. In *Leading with Emotional Intelligence: Effective Change Implementation in Today's Complex Context* (pp. 205-235). Springer International Publishing, viewed 26 November 2024, DOI:10.1007/978-3-031-48970-9

Khaw, K.W., Alnoor, A., & AL-Abrow, H. *et al.* (2023) 'Reactions towards organizational change: a systematic literature review'. *Current Psychology* vol.42, pp. 19137–19160, viewed 31 January 2024, <https://doi.org/10.1007/s12144-022-03070-6>

Kusumah, A., 2024. Optimizing Worker Potential: Integrating Multiple Intelligences to Enhance Workplace Performance and Wellbeing. *International Journal of Applied Management and Business*, 2(1), pp.24-35, viewed 9 August 2024, <https://doi.org/10.54099/ijamb.v2i1.848>.

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>>.

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>



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>

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>

Zhang, W.; Zeng, X.; Liang, H.; Xue, Y.; & Cao, X. (2023) 'Understanding How Organizational Culture Affects Innovation Performance: A Management Context Perspective'. *Sustainability*, vol. 15, pp.6644-6659, viewed 31 January 2024, <https://doi.org/10.3390/su15086644>

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/oehstress.pdf



- Melbourne Business School – the webpage below provides access to various current research and working papers http://works.bepress.com/mbs/all_papers.html