Course Outline 2017

MGMT 211: UNDERSTANDING ORGANISATIONS (15 POINTS)

Semester 1 (1173)

Course Prescription

Understanding organisations is essential in today's business environment. This course considers organisations from three levels: environments; formal and informal structures; and people, as individuals and in teams. It recognises and explores organisational issues that cut across levels, including change, control, power, and conflict. Begins to develop critical approaches and skills in organisational analysis.

Programme and Course Advice

Prerequisite: BUSINESS 102 or MGMT 101 or 30 points in Anthropology or Sociology

Goals of the Course

This course seeks to develop students' understanding of organisations in three ways:

Knowledge: Through understanding the major theories, theorists, and perspectives of organisational theory and behaviour, the student should be able to apply these theories to situations, both artificial and from the student's own experience, in order to 1) analyse the causes of the situation, and 2) to critically evaluate the effectiveness of relevant theoretical interventions and their likely outcomes.

Skills: To further the student's development of constructing a coherent argument in the form of academic essays that presents the student's position on organisational issues. To develop the student's skill to think critically about organisational theories and problems.

Attitudes: The student should be prepared for class and engage in discussions; the student should share their ideas and interpretations of organisational issues, and be able to critically analyse differing perspectives. Furthermore, they should be able to consider the contemporary organisational environment and develop a perspective on the relevance of organisational theory within this context.

Learning Outcomes

By the end of this course students should be able to:
1. Identify the major theorists of organisational theory and behaviour;
2. Select theories and perspectives, appropriate to the context involved, in order to apply those theories;
3. Apply these theories and perspectives to situations, both artificial and from the student's own experience, in order to predict the likely outcome of the situation;
4. Critically evaluate situations, using these theories and perspectives, in order to identify appropriate interventions;
5. Given situations, as in 3 above, make reasonable and appropriate assumptions and inferences;
6. Identify logical inconsistencies in the student's own reasoning;

7. Assess the social and ethical implications of these theories and perspectives, and is able to defend their choice of actions on these grounds;
8. Compare and contrast theories and perspectives, and thus evaluate their applicability to situations. By relating theories and perspectives to one another is able to make links among theoretical schools. Thus, the student is able to develop a critique of theories and perspectives;
9. Construct coherent academic essays that demonstrate the student's positions and rationale on organisational issues, in demonstrating the set of learning objectives.

Learning and Teaching

There are two hours of lectures per week plus a one hour workshop/discussion session. The purpose of lectures is to explore aspects of course content. Workshop sessions will be used for further discussions, application of concepts and to provide time and assistance with internal assessments. The exercises in workshops will enhance the lecture content and assist with greater understanding of course theories. We will be integrating material from the text into lectures, therefore you are strongly encouraged to read the relevant chapters and case studies BEFORE your lecture. This will enhance your learning and provide every opportunity for you to perform well in the course.

Teaching Staff

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Class Times & Locations

Lectures: Thursday 8:00am-10:00am General Library, Room B15 (109-B15)
Workshops: Friday 8:00am-9:00am Owen G Glenn, Room 092 (260-092)

Learning Resources

Required Text
1. Knights, D., & Wilmott, H. (2012). Introducing organizational behaviour and management. London: Cengage Learning.

Recommended Text
2. Hunter, I. (2008). Write that essay. Victoria: McGraw Hill.

Online Readings
Accessible from Reading lists via Canvas.

The key written resources for the course are the text book and online course readings. You are advised to bring the reading materials to your lectures. The texts will be the key focal point of your learning in this paper, so you are encouraged to purchase your own copy and familiarise yourself with it. The course readings will assist you with developing critical arguments supported by a sound theoretical basis. You are of course encouraged to read beyond the required texts and course readings to further your understanding.

Assessment

Assessment Structure	Due	Weighting	Learning Outcomes
Essay One (1500 words)	Due Date: Monday 3rd April @ 11am	20%	1,2,7,8,9
Essay Two (2000 words)	Due Date: Monday 15th May @ 11am	30%	1-9
Final Exam	TBA	50%	1-9

Course Timetable

Week	Classes	Topics + Readings
1	Lecture 1 No Workshop	Course Introduction + The Nature of Organisations Knights & Willmott (2012), Chapter 1.
2	Lecture 2 + Workshop	Classical & Contemporary approaches to Organisations + Bureaucracy & Post-bureaucracy Knights & Willmott (2012), Chapter 14 + Additional Readings (See Canvas for Week 2).
3	Lecture 3 + Essay Workshop	Organisational Structure Knights & Willmott (2012), Chapter 7.
4	Lecture 4 + Workshop	Organisational Culture Knights & Willmott (2012), Chapter 10.
5	Lecture 5 + Workshop	Management + Leadership Knights & Willmott (2012), Chapter 8.
6	Lecture 6 No Workshop	Power, Politics + Ethics Knights & Willmott (2012), Chapter 15 + Additional Reading (See Canvas for Week 6).
Mid-Semester Break		
7	Lecture 7 + Essay Workshop	Motivation Knights & Willmott (2012), Chapter 2.
8	Lecture 8 + Essay drop-in-clinic (during workshop time)	Personality + Identity Knights & Willmott (2012), Chapter 3.
9	Lecture 9 + Workshop	Groups & Teams Knights & Willmott (2012), Chapter 4.
10	Lecture 10 + Workshop	HRM + Diversity Knights & Willmott (2012), Chapter 5.
11	Lecture 11 + Workshop	Technology Knights & Willmott (2012), Chapters 12.
12	Lecture 12 No Workshop	Course Review + Exam Preparation
Study Leave + Exams		

Guidelines for Written Work
General
Written assignments are an important part of your grade and therefore care should be taken over their planning, preparation and presentation.

- o Assignments must be typed using only one side of A4 paper
- o Standard Microsoft Word settings of 2.5 margins right and left hand side are acceptable. Fully justified paragraphs are also requested (as opposed to left- or right-aligned)
- o 1.5 line spacing is required
- o 12pt Times New Roman, Arial, or Calibri are the best fonts
- o Following APA referencing, each assignment must contain in-text citations and a complete reference list. Refer to *Write that Essay* for referencing and stylistic help
- o Submit an electronic copy to Turnitin via CANVAS (see the "Assignments" tab on Canvas)
  - o No paper copy submissions are accepted. Digital submission only.

Late Assignments
Students are required to submit assignments on time. The lecturers may elect not to mark any late assignments. However, in the event of exceptional circumstances an extension may be granted if sufficient proof of the unforeseen event is provided. Extensions should be negotiated **before the due date**. *A 15% penalty per day is likely to apply to late assignments or late assignments may not be accepted for grading.*

Cheating and Plagiarism
The University of Auckland regards cheating as a serious academic offence. Plagiarism is a form of cheating. In coursework assignments submitted for marking, plagiarism can occur if you use the work and ideas of others without explicit acknowledgement. Work can be plagiarised from many sources, including books, journal articles, the internet, and other students' assignments. A student's assessed work will be reviewed against electronic source material using computerised detection mechanisms *(Please note: submitting an electronic version of your assignments is a requirement for MGMT 211 – see above).*

The way of avoiding plagiarism is to reference your work properly. If you are in doubt about how to reference properly, ask someone – your lecturers and the Student Learning Centre are good places to start. Please refer to the following website for further information about academic referencing: www.cite.auckland.ac.nz

The document *Guidelines: Conduct for Coursework* provides further advice on how to avoid plagiarism. It can be found at:
https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/teaching-and-learning/students.html
The penalties for plagiarism can be severe, including losing some or all of the marks for the assignment. Major offences can be sent to the University's Disciplinary Committee, where further penalties can be imposed.

Third Party Assistance with Coursework
While you are encouraged to improve your coursework writing skills and are permitted to seek assistance from third parties you are advised that there are important limits on the amount and type of assistance that can be given to you in completing assignments, including group work. Third parties include fellow students, reading groups, friends, parents, SLC tutors, and paid-for professional editing services.

There is a set of guidelines which clearly indicates the type of advice and assistance that can be given. If you are seeking the assistance of any third party you are required to give a copy of the guidelines to the person prior to them helping or assisting you.

You are also required to only seek and accept help using a printed version of your work, not an electronic version. You must keep a copy of this printed version and produce it if required. A copy of the guidelines is available at:
https://www.auckland.ac.nz/en/about/the-university/how-university-works/policy-and-administration/teaching-and-learning/students.html

Help with Academic Referencing
Acknowledgement of sources is an important aspect of academic writing. The University's Referen©ite website www.cite.auckland.ac.nz provides students with a one-stop online resource for academic referencing needs. Referen©ite explains the essentials of referencing and how to avoid plagiarism. It also includes practical tools to help students reference correctly, use references effectively in writing, and gives fast access to some major reference formats as examples.

Assignment Feedback
Feedback for assignment work is recognised as an important part of the learning process. An Assignment Feedback Form will be returned with assignment work. We hope you will find the feedback form a useful indicator of areas of strength and weaknesses in your assignment. We also encourage students who desire more feedback on their work to arrange a meeting with their marker to discuss areas of improvement, to help in isolating the strengths of their work.