



## UNSW Course Outline

# MGMT2004 Managing Organisational Behaviour - 2024

Published on the 25 Aug 2024

## General Course Information

**Course Code :** MGMT2004

**Year :** 2024

**Term :** Term 3

**Teaching Period :** T3

**Is a multi-term course? :** No

**Faculty :** UNSW Business School

**Academic Unit :** School of Management and Governance

**Delivery Mode :** In Person

**Delivery Format :** Standard

**Delivery Location :** Kensington

**Campus :** Sydney

**Study Level :** Undergraduate

**Units of Credit :** 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

Managing Organisational Behaviour provides an in-depth exploration of individual, team and organisational phenomena. The course will also explore a range of interventions that enhance individual and team performance, as well as well-being (e.g., leadership, work design, and

organisational culture). By the end of this course you will have a better understanding of how employers and employees can improve performance and well-being for mutual advantage. This course takes a micro focus on employee behaviour in organisations. Later courses will give you a deeper insights to: (1) macro organisational systems (e.g. MGMT 2718 Human Resource Management, MGMT 3724 Strategic Human Resource Management), (2) industrial relations perspectives (e.g., MGMT 2705 Industrial Relations), (3) international issues (e.g., MGMT 3101 International Business Strategy, MGMT 2102 Managing Across Cultures), and (4) specialist knowledge (e.g., MGMT 3728 Managing Pay and Performance, MGMT 3729 Managing Workplace Training). In sum, this course will provide you with the fundamental learnings of the most important asset organisations have - people.

## Course Aims

*Note: This course was previously identified as MGMT1002. Students who have completed MGMT1002 cannot enrol in MGMT2004.*

This course is important for students wanting to learn people skills so that they will become effective managers and leaders. This course explores organisational behaviour and draws on its inter-disciplinary foundations and applies them to the management of public, private and other organisations. The course offers critical learnings to a range of frameworks associated with understanding personality and ability, work attitudes, motivation, leadership, change and culture.

## Relationship to Other Courses

By the end of this course, you will have a better understanding of a wide variety of organisational behaviour phenomena and challenges and how to apply them to you personally. You will also have learned a variety of strategies for improving your own (and others) effectiveness in organisations. The main aims of the course are to help you to: 1) better understand and apply OB concepts and findings to solve real-world problems; 2) more effectively lead yourself and others, and (3) communicate more persuasively with others.

# Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Describe organisational behaviour concepts and findings using critical inquiry.	<ul style="list-style-type: none"> <li>PLO1 : Business Knowledge</li> <li>PLO2 : Problem Solving</li> <li>PLO3 : Business Communication</li> </ul>
CLO2 : Effectively break down, analyse and apply organisational behaviour concepts and findings to solve complex and ambiguous real-world problems.	<ul style="list-style-type: none"> <li>PLO1 : Business Knowledge</li> <li>PLO2 : Problem Solving</li> <li>PLO3 : Business Communication</li> <li>PLO5 : Responsible Business Practice</li> </ul>
CLO3 : Apply effective communication conventions and expertise in different modes (e.g. video, writing, formal presentations) that are suitable for audience and purpose.	<ul style="list-style-type: none"> <li>PLO3 : Business Communication</li> <li>PLO4 : Teamwork</li> <li>PLO5 : Responsible Business Practice</li> <li>PLO7 : Leadership Development</li> </ul>
CLO4 : Collaborate effectively on structured and unstructured group tasks by demonstrating skills like team planning, goal setting, task coordination, and monitoring of progress	<ul style="list-style-type: none"> <li>PLO2 : Problem Solving</li> <li>PLO4 : Teamwork</li> <li>PLO7 : Leadership Development</li> </ul>
CLO5 : Reflect on leadership experience and utilise lessons learnt to confidently lead teams in fostering positive collaboration, creativity and innovation.	<ul style="list-style-type: none"> <li>PLO2 : Problem Solving</li> <li>PLO3 : Business Communication</li> <li>PLO5 : Responsible Business Practice</li> <li>PLO7 : Leadership Development</li> </ul>

Course Learning Outcomes	Assessment Item
CLO1 : Describe organisational behaviour concepts and findings using critical inquiry.	<ul style="list-style-type: none"> <li>Tutorial presentation</li> </ul>
CLO2 : Effectively break down, analyse and apply organisational behaviour concepts and findings to solve complex and ambiguous real-world problems.	<ul style="list-style-type: none"> <li>Assignment 1</li> <li>Assignment 2</li> <li>Tutorial presentation</li> </ul>
CLO3 : Apply effective communication conventions and expertise in different modes (e.g. video, writing, formal presentations) that are suitable for audience and purpose.	<ul style="list-style-type: none"> <li>Assignment 1</li> <li>Assignment 2</li> <li>Tutorial presentation</li> </ul>
CLO4 : Collaborate effectively on structured and unstructured group tasks by demonstrating skills like team planning, goal setting, task coordination, and monitoring of progress	<ul style="list-style-type: none"> <li>Assignment 1</li> <li>Assignment 2</li> <li>Tutorial presentation</li> </ul>
CLO5 : Reflect on leadership experience and utilise lessons learnt to confidently lead teams in fostering positive collaboration, creativity and innovation.	<ul style="list-style-type: none"> <li>Assignment 1</li> <li>Assignment 2</li> <li>Tutorial presentation</li> </ul>

# Learning and Teaching Technologies

Moodle - Learning Management System

## Learning and Teaching in this course

MGMT2004 has been designed to provide research-based concepts, frameworks, and skills useful for identifying and overcoming organisational behaviour challenges people commonly face in organisations. To do this, we cover a range of research-backed and practically oriented materials.

Learning and teaching in this course will be based upon the principles of rigour and relevance. Rigour describes the validity of the content of this course. Organisational behaviour is more than common sense. The frameworks, theories, and facts taught in this course are rigorously researched by psychologists, sociologists, anthropologists, and also those with a business background. Utilising this rigorous research evidence for selecting and implementing the most appropriate structures, processes, and people in organisations provides both organisations and employees with a critical competitive advantage and also ensures that employee well-being is maintained.

The theme of relevance highlights the applied nature of the course. The material has been selected and developed so that it addresses practical problems. Moreover, you will need to analyse real-world situations and apply the ideas and concepts discussed in the lectures and tutorials to understand these problems.

## Assessments

### Assessment Structure

Assessment Item	Weight	Relevant Dates
Tutorial presentation Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: Not Applicable
Assignment 1 Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: Management Challenge 1: Due Sept 27, 4pm; Management Challenge 2: Due Oct 11, 4pm
Assignment 2 Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: Management Challenge 3: Due Week 8 tutorial; Management Challenge 4: Due Nov 15, 4pm

# **Assessment Details**

## **Tutorial presentation**

### **Assessment Overview**

Participation and engagement in tutorials learning activities and quizzes

Assesses: PLO1, PLO2, PLO3, PLO4, PLO5, PLO6, PLO7

### **Course Learning Outcomes**

- CLO1 : Describe organisational behaviour concepts and findings using critical inquiry.
- CLO2 : Effectively break down, analyse and apply organisational behaviour concepts and findings to solve complex and ambiguous real-world problems.
- CLO3 : Apply effective communication conventions and expertise in different modes (e.g. video, writing, formal presentations) that are suitable for audience and purpose.
- CLO4 : Collaborate effectively on structured and unstructured group tasks by demonstrating skills like team planning, goal setting, task coordination, and monitoring of progress
- CLO5 : Reflect on leadership experience and utilise lessons learnt to confidently lead teams in fostering positive collaboration, creativity and innovation.

### **Detailed Assessment Description**

Weeks 1-5, 7-10, during tutorials

Weekly tutorial engagement and tutorial quizzes.

For details, please see the MGMT2004 Assessment Document available on the Moodle course website.

### **Assessment Length**

various

### **Assessment information**

Special Considerations:

**Short extensions are NOT available for this assessment.** Requests for extensions to submit this assessment task can only be applied through UNSW's Special Consideration.

### **Assignment submission Turnitin type**

Not Applicable

### **Generative AI Permission Level**

**No Assistance**

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see [here](#).

## Assignment 1

### Assessment Overview

Assessment that puts weekly content and new ideas and perspectives into action by applying course concepts in personal learning activities.

Assesses: PLO1, PLO2, PLO3, PLO4, PL05, PLO6, PLO7

myBcom points PL04, PLO6

### Course Learning Outcomes

- CLO2 : Effectively break down, analyse and apply organisational behaviour concepts and findings to solve complex and ambiguous real-world problems.
- CLO3 : Apply effective communication conventions and expertise in different modes (e.g. video, writing, formal presentations) that are suitable for audience and purpose.
- CLO4 : Collaborate effectively on structured and unstructured group tasks by demonstrating skills like team planning, goal setting, task coordination, and monitoring of progress
- CLO5 : Reflect on leadership experience and utilise lessons learnt to confidently lead teams in fostering positive collaboration, creativity and innovation.

### Detailed Assessment Description

Management Challenges 1 and 2

### Assessment Length

varies

### Assessment information

Special Considerations:

**Short extensions are NOT available for this assessment.** Requests for extensions to submit this assessment task can only be applied through UNSW's Special Consideration.

### Assignment submission Turnitin type

Not Applicable

### Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

## Assignment 2

### Assessment Overview

Assessment that puts weekly content and new ideas and perspectives into action by applying course concepts in personal learning activities.

Assesses: PL01, PL02, PL03, PL04, PL05, PL06, PL07

myBcom points PL05, PL07

### Course Learning Outcomes

- CLO2 : Effectively break down, analyse and apply organisational behaviour concepts and findings to solve complex and ambiguous real-world problems.
- CLO3 : Apply effective communication conventions and expertise in different modes (e.g. video, writing, formal presentations) that are suitable for audience and purpose.
- CLO4 : Collaborate effectively on structured and unstructured group tasks by demonstrating skills like team planning, goal setting, task coordination, and monitoring of progress
- CLO5 : Reflect on leadership experience and utilise lessons learnt to confidently lead teams in fostering positive collaboration, creativity and innovation.

### Detailed Assessment Description

Management Challenges 3 and 4

### Assessment Length

varies

### Assessment information

Special Considerations:

**Short extensions are NOT available for this assessment.** Requests for extensions to submit this assessment task can only be applied through UNSW's Special Consideration.

#### Assignment submission Turnitin type

Not Applicable

#### Generative AI Permission Level

##### **Planning/Design Assistance**

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the tool, software or service should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

If your Convenor has concerns that your answer contains passages of AI-generated text or media that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text and media as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

## **General Assessment Information**

A detailed assessment guide (MGMT2004 Assessment Document) is available on the Moodle course website.

#### Grading Basis

Standard

#### Requirements to pass course

In order to pass this course, you must achieve a composite mark of at least 50 out of 100.

You are expected to attempt all assessment requirements in the course.

# Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Topic	Introduction to Organisational Behaviour
	Lecture	Introduction to Organisational Behaviour and Individual Differences and Perceptions
	Reading	Chapter 1: Organizational Behaviour
Week 2 : 16 September - 22 September	Topic	Individual Differences and Perceptions
	Lecture	NO LECTURE IN WEEK 2
	Reading	Chapter 3: Understanding People at Work: Individual Differences and Perception
Week 3 : 23 September - 29 September	Topic	Motivation at Work
	Lecture	Theories and Motivation and Managing Stress and Emotions
	Reading	Chapter 5: Theories of Motivation Chapter 6: Designing a Motivating Work Environment
	Assessment	Management Challenge #1 Due Friday, September 27 at 4:00pm
Week 4 : 30 September - 6 October	Topic	Managing Stress and Emotions
	Lecture	NO LECTURE IN WEEK 4
	Reading	Chapter 7: Managing Stress and Emotions
Week 5 : 7 October - 13 October	Topic	Managing Groups and Teams
	Lecture	Everest Team Simulation Lecture attendance required for successful completion of Management Challenge #3.
	Reading	Chapter 9: Managing Groups and Teams
	Assessment	Management Concepts Video Reflection Due Friday, October 11 at 4:00pm
Week 7 : 21 October - 27 October	Topic	Making Decisions
	Lecture	Managing Groups and Teams and Making Decisions
	Reading	Chapter 11: Making Decisions
Week 8 : 28 October - 3 November	Topic	Power and Influence
	Lecture	NO LECTURE IN WEEK 8
	Reading	Chapter 13: Power and Politics
	Assessment	Management Challenge #3 Everest Team Presentation, during Week 8 tutorial
Week 9 : 4 November - 10 November	Topic	Leading People within Organisations
	Lecture	Power and Politics and Leading People within Organisations
	Reading	Chapter 12: Leading People within Orgnisations
Week 10 : 11 November - 17 November	Topic	Developing Managerial and Career Skills
	Lecture	NO LECTURE IN WEEK 10
	Reading	No textbook chapter assigned for Week 10. Please watch media posted for Moodle for this week.
	Assessment	Management Challenge #4 Due Friday, November 15 at 4:00pm

## Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

## General Schedule Information

MGMT2004 consists of a combination of several live lectures (lecture recordings will be

available) and weekly interactive tutorials.

Lectures are scheduled for September 10 (Week 1), September 24 (Week 3), October 8 (Week 5), October 22 (Week 7), and November 5 (Week 9).

There are no lectures on September 17 (Week 2), October 1 (Week 4), October 29 (Week 8), and November 12 (Week 10).

Attendance of the Week 5 lecture is required for a successful completion Management Challenge #3.

Attendance in weekly tutorials is essential, and students are expected to come prepared to each tutorial having read the relevant textbook chapters.

## Course Resources

### Prescribed Resources

The textbook for this course is a free, open-source textbook titled 'Organizational Behavior', which can be found here: [Organizational Behavior Textbook](#)

You can use the online version (free) or download a PDF version (free). Alternatively, you can purchase a paperback or hardcopy version of the book via the website.

Please visit the Moodle course page for additional course materials.

### Course Evaluation and Development

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey, which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

This course is continually being refined and improved through a sustained process of stakeholder consultation, planning, and course redesign. Prior student feedback has influenced the topics covered, the use of a reduced number of regular assessments rather than large end-of-year exams, and having meaningful and authentic assessments that not only focus on writing tasks, but also on hands-on assessment tasks that provide the opportunity to apply course

concepts to real-world situations.

Throughout the course, we will make available multiple opportunities for you to provide feedback, both informally and through the formal end-of-semester course evaluation using UNSW's myExperience survey in order to make this course as useful as possible for your and future students.

## Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Markus Groth		Business School Building #516		by appointment	No	Yes
Tutor	Eliva Andriamora				by appointment	No	No
	Juan Morales Sepulveda				by appointment	No	No

## Other Useful Information

### Academic Information

### COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [Policies and Guidelines](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

### STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [Policies and Guidelines](#) page. For PG Research PLOs, including MPDBS, please refer to [UNSW HDR learning outcomes](#).

## Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Code of Conduct](#) with respect to academic integrity, the University may take disciplinary action. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Code of Conduct, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

## Submission of Assessment Tasks

### SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the [UNSW Current Students](#) page.

### SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. Applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW [Current Students](#) page.

## LATE SUBMISSION PENALTIES

### LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. In the case of an approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the extended deadline, the assessment cannot be submitted.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

## FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under

normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

## Faculty-specific Information

### PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

### COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

### QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

### TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.