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|  | **2016** |
|  | MIT Stream A  University of Pretoria |

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| **Study Guide: MIT 841** |
| **Organisational Behaviour AND MANAGEMENT**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
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**ORGANISATIONAL BEHAVIOUR AND MANAGEMENT:**

**STUDY UNITS FOR MIT 841 (2016)**

**Purpose: Introduction to the course and guidance on the study units.**

**Lecturers:**

Meinhard Peters: [meinhard.peters@gmail.com](mailto:meinhard.peters@gmail.com) (Tel: 082 9219706)

Joan F. de Beer: [joanfdebeer@gmail.com](mailto:joanfdebeer@gmail.com) (Tel: 083 5661072)

**Textbook:**

**Organisational behaviour; a contemporary South African perspective, edited by Amanda Werner. Fourth edition. Pretoria: Van Schaik, 2016.**

***(ISBN 978 0 627 03417 6)***

**Note:** Students will be working mainly from the prescribed textbook, with recommended additional reading. Each chapter in the book lists the relevant *learning outcomes* and *significant concepts.* Each chapter ends with a summary, review questions, a case study, a practical exercise and a brief bibliography.

The text contains useful examples and material from South African business; and diversity and ethics are key concepts throughout the discussions. Students are encouraged to read contemporary reports on organisational issues in the business world, also from their own countries, if they are not from South Africa.

The text book also serves as an excellent example of a research report. Every chapter starts with a solid introduction as to what to expect in the chapter, the chapter is concluded with a summary of what was presented in it, the references are correct and the literature consulted provides a good introduction to the topic.

**Further reading**: Students are required to follow up with their *own reading* in academic journals and to follow links to the recommended literature or the bibliographical references given in each chapter of the textbook. This is most important when working on the assignments.

**Recommended texts for additional reading:**

**Kreitner ,Robert and Kinicki, Angelo.** (2010)Organizational behavior. (Ninth edition.) New York: McGraw-Hill. (Referred to below as Kreitner and Kinicki)

**Organisational behaviour**. Marc Buelens, Knud Sinding, Christian Waldstrom, Robert Kreitner and Angelo Kinicki. Fourth edition. London: McGraw-Hill. 2011. (Referred to below as Buelens et al)

**Organisational behaviour; global and Southern African perspectives.** Stephen Robbins, Timothy A Judge, Aletta Odendaal, Gert Roodt. Cape Town: Pearson Education. 2009. (Referred to below as Robbins et al)

**Note:**  These recommended texts are not prescribed but they contain more detailed material and theoretical background. They can be used to enhance your understanding of the material or to support your work on the various assignments with the useful references cited by the authors. These or later editions may be used.

They also serve as further examples of good referencing and use of other research material.

**Highly recommended text for bibliographic referencing**

“*Navigating information literacy: your information society survival toolkit*”, by Theo Bothma, Erica Cosijn, Ina Fourie and Cecilia Penzhorn.

Cape Town: Pearson, 2014.

This is an excellent guide on how to search for literature and study material for doing research and on correct reference technique. It should be on every student’s desk for frequent consultation.

**Spelling**: Both the UK and the USA spelling will be accepted, provided students remain consistent in the same document or assignment.

For example: The UK-English spelling of “organisational behaviour” versus the USA spelling “organizational behavior”. (The UK spelling is preferred, except in direct quotations from American texts or in the titles of books and journals.)

**Contact sessions**

Session 1: Friday, 22 July, 2016 (14:30 – 17:00)

Session 2: Friday, 26 August, 2016 (14:30 – 17:00)

Session 3: Friday, 23 September, 2016 (14:30 – 17:00)

Session 4: Friday, 21 October, 2016 (14:30 – 17:00)

All contact sessions will be in the IT building, Tswelopelo, IT4-64.

**Assignments**

Assignment 1: Individual assignment, due Monday, 22 August, 2016 at 09:00 (Weight: 40%)

Assignment 2: Individual assignment, due Monday, 3 October, 2016 at 09:00 (Weight: 60%)

**Evaluation**

Assignment 1 contributes 40% towards the semester mark.

Assignment 2 contributes 60% towards the semester mark.

A semester mark of 40% is required for admission to the examination.

Final mark: The semester mark will contribute 50%, and the examination mark 50%.

**Examination**

The examination assignment will be released on Thursday, 3 November, 2016 at 09:00. It will be a take-home assignment, due for submission on Monday, 7 November, at 09:00.

**Study units**

The four study units outline the work programme for the course, the assignments and the preparation required for the contact sessions.

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| **STUDY UNIT 1:**  **INTRODUCTION TO ORGANISATIONAL BEHAVIOUR AND ORGANISATIONAL STRUCTURE.**  **ORGANISATIONAL CULTURE.** | |
| **Content:**   * What is organisational behaviour? (1) * Organisational design and structure (1) * Organisational behaviour and the 21st century manager (1) * Challenges for organisational behaviour (1) * Organisational culture (2) * Ethics (2) * Diversity (2)   (*The figures in brackets indicate the relevant chapters in the 4th edition of the textbook.)* | **Schedule:**  Complete reading and study of relevant chapters for Friday, 22 July, 2016 class discussion. |
| **Textbook reference :**  Werner (ed): Chapters 1 and 2. | **Additional reading:**  Buelens et al: Chapters 10, 11 and 12.  Robbins et al: Chapters 17 and 18.  Kreitner and Kinicki: Chapters 1, 3 and 17. |
| **To do:**   1. Study Chapters 1 and 2. 2. Familiarise yourself with the terminology. (Excellent glossary in Kreitner and Kinicki) 3. Understand the significant concepts. | **Due date(s):**  Reading preparation for 22 July 2016 class discussion. |

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| **STUDY UNIT 2:**  **INDIVIDUAL DIVERSITY IN THE WORKPLACE.**  **MOTIVATION AND ENGAGEMENT OF THE WORKFORCE.** | |
| **Content:**   * Perception, Attribution, Self-image (3) * Mental diversity (3) * Emotional intelligence (3) * Attitudes (3) * Motivation (4) * Motivation theories (4) * Job satisfaction and performance (4) | **Schedule:**  Complete reading and self-study for 26 August, 2016. |
| **Textbook reference :**  Werner (ed): Chapters 3 and 4. | **Additional reading:**  Buelens et al: Chapters 2, 3, 5 and 6.  Robbins et al: Chapter 3, 4 and 5.  Kreitner and Kinicki: Chapters 5, 6, 7 and 8. |
| **To do:**   1. Study Chapters 3 and 4. 2. Do additional reading. | **Due date(s):**  Chapters 3 and 4 for 26 August, 2016 class discussion  Submit assignment 1 on 22 August 2016. |

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| **STUDY UNIT 3:**  **GROUPS, TEAMS AND THE ORGANISATION.**  **POWER, EMPOWERMENT AND INFLUENCE.** | |
| **Content:**   * Group structure (6) * Group processes (6) * Groups and team dynamics (6) * High-performance teams (6) * Bases of power (9) * Effective use of power (9) * Symbols of power (9) * Paradigms of power (9) * Delegation (9) * Empowerment (9) * Organisational behaviour (9) | **Schedule:**  Complete reading and self-study for 23 September, 2016. |
| **Textbook reference :**  Werner (ed): Chapter 6. | **Additional reading:**  Buelens et al: Chapters 7 and 8.  Robbins et al: Chapters 10 and 11.  Kreitner and Kinicki: Chapters 10 and 11. |
| **To do:**   1. Study Chapter 6. 2. Read Chapters 7 and 8. 3. Study the key aspects of groups and teams. 4. Identify the key aspects in your own study groups and work teams at work and compile notes on your observations. 5. Prepare for discussion on aspects of groups and teams in the contact session on 23 September 2016. | **Due date(s):**  Prepare for class discussions on 23 September, 2016.  Work on assignment 2, due on 3 October 2016. |

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| **STUDY UNIT 4:**  **CONFLICT MANAGEMENT.**  **LEADERSHIP AND FOLLOWERSHIP.** | |
| **Content:**   * Functional and dysfunctional conflict (10) * Types and antecedents of conflict (10) * Consequences of conflict (10) * Conflict resolution and styles (10) * Conflict resolution in teams , groups, intercultural conflict (10) * Positive conflict (10) * What is leadership? (12) * Perspectives of leadership (12) * Leadership in South Africa (12) * Followership (12) * Leadership training and development (12) | **Schedule:**  Complete reading and self-study for discussion on 21 October, 2016. |
| **Textbook reference :**  Werner (ed) Chapters 10 and 12 | **Additional reading:**  Buelens et al: Chapter 14 and 15  Robbins et al: Chapters 14, 15 and 16.  Kreitner and Kinicki: Chapters 13, 15 and 16. |
| **To do:**   1. Study Chapters 10 and 12. 2. Understand the key concepts of power, delegation and conflict. 3. Be ready to discuss effective use of power and conflict management in the organisation. 4. Understand the interrelationship of leadership, management and followership. 5. Select a well-known leader and list some of the traits and behaviours you would associate with his/her leadership performance. (Self-study) | **Due date(s):**  Prepare for discussion on 21 October 2016.  Complete self-study and reading for examination 3 to 7 November, 2016. |

**THE ASSIGNMENTS**

Assignment 1: (Individual assignment)

The assignment will consist of a set of questions that must be completed by each student individually.

The questions will be made available to students on 1 August 2016.

Due date: Monday, 22 August, 2016. (Weight: 40% of the semester mark)

Assignment 2: (Individual assignment)

Topics for two essays will be announced**.**

Due date: Monday, 3 October, 2016. (Weight: 60% of the semester mark)

**Evaluation of assignments**

The following aspects will be taken into account:

* Planning, presentation and structuring of the report or essay.
* Evidence of research and correctness of references.
* The contents, how the topic is dealt with, clear definitions, presentation of current research, integration of sources.
* Evidence of independent and critical thinking, valid conclusions based on research material.
* Adequate reading from academic sources.
* Correct reference technique.
* Clear and understandable, academic and correct language.
* No plagiarism will be tolerated and suspected plagiarism will be reported.
* No late submissions will be accepted.
* Assignments must be submitted through TurnitIn on ClickUP.