



*MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.*

## OVERVIEW

**Course Description** This course explores issues related to organisational structural form, human behaviour and the management of people in organisations. It allows students to examine different perspectives on managing people and designing organisations, and to understand the determinants of interpersonal and team interactions in organisational environments. Attention focuses on the major theoretical, conceptual and empirical contributions relevant to designing organisations, and understanding and managing human behaviour within organisations. Case studies are used to assist students to relate content material to practical management.

**Sustainable Development Goals**



**Contact Hours**

**Online:**

Online workshops and discussion forums as per course requirement for the full trimester.

**Unit Weighting Workload**

10 units

Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

**Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.**

**Student Consultation**

A minimum of one (1) hour of consultation per week. Please see course CANVAS site for details of time and location.

**Course Learning Outcomes**

**On successful completion of this course, students will be able to:**

1. Demonstrate a sound understanding of the prominent theories, concepts and models that are used to understand and analyse human behaviour in organisations, as well as an appreciation of their implications for practical management;
2. Apply conceptual knowledge of theory and models relevant to teamwork and group functioning in organisations;
3. Demonstrate a well-developed understanding of the organisational design features that influence effectiveness and the contingencies that impact on the structure of organisations;
4. Display a working understanding of organisations as institutions including issues of structure, power, politics, leadership and change;
5. Solve applied problems related to organisational design and
6. Synthesis and critically examine theoretical and empirical information relating to organisations, their structure and functioning and implications for human behaviour.

# COURSE OUTLINE

# ASSESSMENTS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Critical Essay on Contemporary Issues	Sunday, Week 6 by 11:00 pm	Individual	35%	1, 2, 3, 4, 5, 6
2	Case Study Analysis Group Presentation	Sunday, Week 10 by 11:00 pm	Group	20%	1, 2, 3, 4, 5, 6
3	Final Examination	Formal Examination Period	Individual	45%	1, 2, 3, 4, 5, 6

**Please note:** students are advised that ALL assessments must be submitted in English. Assessments not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

## Time referenced is time in Newcastle NSW

<b>Late Submissions</b>	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. <b>Note:</b> this applies equally to week and weekend days.
-------------------------	--

## Assessment 1 – Critical Essay on Contemporary Issues

<b>Assessment Type</b>	Essay
<b>Purpose</b>	The purpose of this assessment is to assess student capacity to demonstrate their theoretical knowledge and practical application of important aspects of organisational behaviour.
<b>Description</b>	Essay
<b>Weighting</b>	35%
<b>Length</b>	2000 words
<b>Due Date</b>	Sunday of week 6 by 11:00 pm
<b>Submission Method</b>	Online – via Turnitin
<b>Assessment Criteria</b>	The following four (4) criteria will be applied: <ol style="list-style-type: none"> <li><b>Content:</b> Ability to identify relevant theory, concept and arguments</li> <li><b>Analysis:</b> Ability to analyse issues, concepts and argument</li> <li><b>Academic argument:</b> ability to integrate academic material and present cogent argument</li> <li><b>Presentation:</b> ability to present, adopting conventional academic writing conventions, including those relating to clarity, spelling, grammar, use of syntax and academic referencing</li> </ol>
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online

## Assessment 2 – Case Study Analysis Group Presentation

<b>Assessment Type</b>	Presentation
<b>Purpose</b>	The purpose of this assessment is to assess student capacity to analyse organisational issues and apply professional judgement, problem-solving and decision-making skills, and to demonstrate communication skills both individual and as a group.
<b>Description</b>	Presentation
<b>Weighting</b>	20%
<b>Length</b>	<b>Presentation:</b> 15 minutes (20%)
<b>Due Date</b>	Sunday, Week 10 by 11:00 pm
<b>Submission Method</b>	Submit presentation slides and video recordings online – via the course CANVAS site.
<b>Assessment Criteria</b>	The following five (5) criteria will be applied: <ol style="list-style-type: none"> <li><b>Content:</b> ability to identify relevant theory, concept and arguments;</li> <li><b>Analysis:</b> ability to analyse issues, concepts and argument;</li> <li><b>Logic:</b> ability to present and integrate material in a cogent and fluent manner.</li> <li><b>Group Method:</b> ability to present a coherent and progressive overall</li> </ol>

	presentation; and
	5. <b>Presentation Skills:</b> persuasiveness, clarity, engagement and/or spelling, grammar and referencing.
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online – via course CANVAS site
<b>Assessment 3 – Final Examination</b>	
<b>Assessment Type</b>	Formal Examination
<b>Purpose</b>	The purpose of this assessment is to assess each student's cumulative knowledge of organisational behaviour and design.
<b>Description</b>	<p>The exam will consist of case study questions.</p> <p>This course has an <b>OPEN BOOK</b> examination. The exam will be completed <b>ONLINE</b> and will be invigilated. Any <b>hardcopy materials</b>, including a thesaurus, a dictionary, or a translation dictionary are permitted in the examination.</p> <p>No devices are permitted to be used in the examination, other than non-programmable calculators (if specifically advised on the examination paper) and the computer on which the student is completing the examination. Students are not permitted to use their computer for accessing any applications other than Zoom, CANVAS and an e-text/class notes. The examination invigilator can direct a student to share their screen at any time during the examination. If a student is found to be using other computer applications or devices, they will be reported for academic misconduct.</p>
<b>Weighting</b>	45%
<b>Length</b>	120 minutes
<b>Due Date</b>	During formal examination period
<b>Submission Method</b>	Formal Exam
<b>Assessment Criteria</b>	<p>The following four (4) criteria will be applied:</p> <ol style="list-style-type: none"> <li>1. <b>Content:</b> Ability to identify relevant theory, concepts and arguments.</li> <li>2. <b>Analysis:</b> Ability to analyse issues, concepts and arguments.</li> <li>3. <b>Academic argument:</b> Ability to integrate academic and case material and present cogent argument and practical and prioritised recommendations.</li> <li>4. <b>Presentation:</b> Ability to present adopting conventional academic expression, including clarity, spelling, grammar, use of syntax.</li> </ol>
<b>Return Method</b>	Not returned
<b>Feedback Provided</b>	No Feedback - Items not returned to students (e.g. final examination scripts) will be made available for review by students, upon request, in a controlled and monitored setting. Students are required to make requests, directly to the relevant course coordinator. The Newcastle Business School keeps completed examination scripts for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period <b>cannot</b> be considered.

## SYLLABUS

### Course Content

#### Topics in the course include but are not limited to the following:

1. Individual Behaviour; Personality and Individual Differences
2. Motivation and Job Design
3. Groups and Teams
4. Leadership
5. Power and Politics
6. Conflict and Negotiation
7. Organisational Structure and Design
8. Organisational Culture and Climate
9. Organisational Change and Development

### Course Materials

#### Required Text:

Robbins, S., Judge, T., Xu, Y., Khan, H., Campbell, N & Hunt, J. (2024). *Organisational Behaviour*, 10th edition, Australia: Pearson Australia.

**ISBN:** 9780655704133

Please refer to the course CANVAS site for details of additional recommended texts.

# SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction to OBD	Read: Chapter 1 Additional readings on CANVAS	
2	Personality and Individual Differences	Read: Chapter 4 Additional readings on CANVAS	
3	Attitudes, Values and Job Satisfaction	Read: Chapters 3 and 4 Additional readings on CANVAS	
4	Motivation - From Concept to Application	Read: Chapter 7 Additional readings on CANVAS	
5	Groups and Teams	Read: Chapters 8 and 9 Additional readings on CANVAS	
6	Leadership	Read: Chapter 11 Additional readings on CANVAS	<b>Assessment 1 due:</b> Sunday Week 6 by 11:00 pm
7	Power and Politics (major topic) Conflict & Negotiation (minor topic)	Read: Chapters 12 and 13 Additional readings on CANVAS	
8	Organisational Structures	Read Chapter 14 Additional readings on CANVAS	
9	Organisational Culture and Ethics	Read Chapter 15 Additional readings on CANVAS	
10	Diversity in organisations	Read: Chapter 2 Additional readings on CANVAS	<b>Assessment 2 due:</b> Sunday Week 10 by 11:00 pm
11	Organisational Change	Read: Chapter 16 Additional readings on CANVAS	
12	Course Review		

**If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.**

# CONTACTS

**School Office**      **Newcastle Business School – Callaghan, Newcastle City & Online**  
 NU Space  
 409 Hunter Street  
 Newcastle  
[nbs.enquiries@newcastle.edu.au](mailto:nbs.enquiries@newcastle.edu.au)  
 +61 2 4921 5511

## ADDITIONAL INFORMATION

### Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

\*Skills are those identified for the purposes of assessment task(s).

### Communication Methods

Communication methods used in this course include:

- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.
- Email: Students will receive communications via their student email account.
- Face to Face: Communication will be provided via face to face meetings or supervision.

### Course Evaluation

Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.

### Oral Interviews (Vivas)

As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the [Oral Examination \(viva\) Procedure](#). In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the [Student Conduct Rule](#).

### Academic Misconduct

All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <https://policies.newcastle.edu.au/document/view-current.php?id=35>.

---

**Adverse  
Circumstances**

The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:

1. the assessment item is a major assessment item; or
2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;
3. you are requesting a change of placement; or
4. the course has a compulsory attendance requirement.

Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at:

<https://policies.newcastle.edu.au/document/view-current.php?id=236>

**Important Policy  
Information**

The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at <https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures> that support a safe and respectful environment at the University.

*This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.*

© 2024 The University of Newcastle, Australia