Managing People & Organisations
MNGT 4670
(Core)

Wendy Grusin

Class Dates:	**15-18; 20-23 Sept 2007**
Examination:	**24 October 2007**
Payment Due:	**20 August 2007**

Session 3, 2007

Course aims / objectives:

This course deals with the theoretical underpinnings related to workplace behaviour of individuals, groups and organisations. The aim is to provide an understanding of cause and effect relationships of the complex issues which underlie the management of people in organisations. Increasing understanding of these relationships helps develop competence in managing yourself and others, for better effectiveness.

The course is specifically designed to:
- increase your understanding of managerial roles, functions and behaviours in effective organisations
- learn about frameworks and models that describe and predict human behaviour within the workplace.

The course will encourage you to:
- reflect on your experiences at work
- apply the frameworks in analysing your experiences
- develop critical analytical skills in using the frameworks

Assessment:

Class participation:	12%
Group assignment:	38%
Examination:	50%

The assignments and exam are designed to encourage you to apply what you learn. **Students must have a minimum of 85% attendance to pass this course.** It is assumed that everyone has heavy work commitments and such commitments are not considered good reason for missing class.

Assessment for the course consists of three **components:**

Assessment 1 Class Participation & Assessment

Weight: 12%

The assessment is in 2 parts:
Part 1:
Class participation is worth 5%. As some individuals are more comfortable speaking up than others, this mark is based on your level of attention during class time and general participation and contribution in group exercises. Speaking up in class is obviously welcomed, but you will not be disadvantaged in this assessment if you do not do so on a regular basis.

Part 2:
Class based group exercise is worth 7%. This will be in the form of a case analysis and presentation using course concepts. Marks for this assignment are based on the content of the presentation and not on presentation skills. Those who are concerned about presenting in public should not feel disadvantaged by this assessment. This assignment will serve as 'practice' for the group written assignment.

Assessment 2 Team Assignment – Case Study

Due:	Thursday, 11 October 2007, 11.59 HK time – via email
Weight:	38% of total grade
Length:	2000 words maximum

Purpose:
The ability to work effectively in teams is a necessary skill in organisational life. This assignment provides the opportunity to demonstrate the team's ability to integrate the course concepts and skills via case analysis. Each team will submit only ONE write-up.

Content:
You will be provided with a case study and the assignment questions with your course materials.

Structure of your assignment:
Organising the structure around the assignment questions can be a useful way to present the assignment. However, you may present your assignment in whatever format you wish. Bullet points and tables are acceptable (and are included in the wordcount). The major challenge with your structure is to ensure that it allows you to develop a consistent and logical argument.

References:
All assignments should include appropriate citations within the text and a detailed reference list at the end of the assignment. If you are unsure of referencing procedure please refer to www.lc.unsw.edu.au. Marks are assigned for proper referencing.

Group member contribution:
Sometimes groups allocate different portions of the assignment to the various group members. This is, of course, an efficient way to approach the work. Do make sure though, that you allow time to integrate the work of the different members so that the assignment presents as a coherent document rather than a collection of independent thoughts.

Sometimes groups feel that individual members of the groups have not contributed equally to the assignment. In this case, group members will be asked to submit confidential information to the lecturer, who, after very careful consideration and consultation with the group members, will make the final decision as to whether there should be any variations made to individual marks. The majority group opinion will guide the decision making.

Assessment criteria – case study:
Presentation and structure: (around 20%)

- The assignment should be presented in an organised fashion, with coherent links between the elements.
- The assignment should answer the questions asked. It should stay on track and not waste wordcount discussing peripheral issues.
- Referencing should be accurate. Check www.lc.unsw.edu.au if you are uncertain as to the use of the Harvard in text citation procedure.

Use of course concepts: (around 30%)

- The assignment should use the most relevant course concepts to assist in providing a good structure for exploring the issue.
- Course concepts should be applied to the situation under consideration rather than be used as an end in themselves.
- Checklisting of concepts is not recommended.
- Concepts should be combined or integrated where appropriate for a more comprehensive understanding of the situation.

Analysis: (around 25%)

- Cause and effect relationships should be explored in order to understand events, explain what happened and why.
- The situation/event should be analysed in a way that delivers insight as a result of using relevant course materials.

Action planning or recommendations: (around 25%)

- If the questions ask you to make recommendations for improvement, these should be action oriented and meet SMART principles. Some attention should be paid to obstacles and how success might be evaluated.

Assignment Submission:

- Please save assignments with group member names preceded by hk e.g. hk_boris_betty_basil.doc
- Assignments should be single spaced, in 12 point Times Roman Font. Pictures and embedded objects should be kept to a minimum to minimise file size. Marks will be based on content not presentation.
- Assignments should be submitted by 11.59 p.m. Hong Kong time on the due date via email, to wendy@grusin.com
- Assignments will be acknowledged within 24 hours. If acknowledgement is not received, it is the student's obligation to follow-up by contacting the lecturer and re-submit.
- All information including the reference list, should be in ONE file and the wordcount (including tables and figures) should be recorded on the front of the document.

Extensions for assignments:
Work commitments are NOT a justifiable reason for granting of extensions. Extensions for assignments will only be granted in cases of family emergency. Extensions should be requested prior to the due date. You will be asked to submit work to date & then will be given additional time to complete the assignment.

Penalties – late submission:
If assignments are late without permission, a penalty of 5% per day will apply.

Penalties – exceeding the word count:
Word count is taken seriously. Footnotes, appendices, text boxes, diagrams, tables and citations within the text all form part of the word count. The first title and the reference section are not considered part of the word count. A percentage penalty will be applied to your mark, equivalent to the amount you are over in wordcount. For example, if you receive a mark of 70% for an assignment and you are 10% over the wordcount, your mark will be reduced by 7% to 63%. This will move you from a credit grade to a pass grade.

Dishonourable conduct:
Dishonourable conduct, such as plagiarism, or use of internet materials for the case study review, will incur the appropriate penalty. The most severe penalty available to the Program Director is the grade of Fail in the course. However, the school will view deliberate and repeated cheating with extreme severity and may refer such cases to the University of New South Wales.

Assessment 3 Examination

Date:	Wednesday, 24 October 2007
Weight:	50% of total marks
Duration:	3 hours plus 15 minutes reading time

This is an open book examination covering the entire course. It will test your knowledge of course materials, as well as your ability to apply the course concepts to your own experience. Your utilisation of personal examples as a basis for analysis will be a key component of the exam.

The exam will be in 3 sections. The first two sections will provide a choice of 2 questions of which 1 must be answered. Section 3 will ask you to write a brief action learning review on a specific aspect of the course materials. The technique for writing action learning reviews will be discussed in class.

A sample exam paper is attached in the appendix to this overview.

Each exam question must be answered in a separate booklet.

Marking Criteria
The criteria for grading of assignments and the exam will follow Bloom's Taxonomy of Educational Objectives (1956). We will discuss this taxonomy in more detail during the session and a sample action learning review will be provided.

Course details / modules:

Pre-Work
You will benefit more from the class sessions if you have had the opportunity to read the units prior to class. There will be a formal presentation of some aspects of each topic during the class session. Please

do not assume that material covered in class is more valuable or more important than material not covered in class.

Module 1: The management challenge

This module discusses the range of managerial roles and challenges. It helps you identify where you are on the management pathway. This module introduces the action learning approach to management.

Module 2: Foundations of human behaviour – individual differences

This module explores the personality factors which influence human behaviour. It will help you understand people who are different to you and how and why they might behave as they do. You will complete some personality profiles in this module to help you improve self knowledge and awareness.

Module 3: Motivation

This module explores various theories of motivation and helps you to understand how to get the best out of yourself and others.

Module 4: Teams

This module explores the stages of team functioning and roles within teams. It also explores how team inputs, processes and various contingency factors influence team effectiveness.

Module 5: Power and influence

This module explores the various sources of power and influence. Opportunities will be provided for self assessment and action planning for improving your sources of power and influence.

Module 6: Leadership

Theories of leadership are presented. Participants will explore their own leadership style preferences and identify areas for development.

Module 7: Work design

This module explores how job characteristics can affect motivation and performance. It reviews various job design strategies such as enrichment, enlargement and rotation.

Module 8: Organisation design – structure and systems

This module looks at the strengths and weaknesses of the architecture of an organisation and how this affects the way work is done.

Module 9: Organisation design - culture

This module explores components of corporate culture and its affect on organisations and the individuals within it.

Presentations:
Some class time will be allocated for the preparation of group presentations. Depending on class size, presentations will take place on either the final Saturday and/or final Sunday of the program.

Course materials and text/s:

Binders containing all the materials you need, will be provided to you.

The binders will contain:

- course materials including personal reflection exercises
- readings
- case studies

Instructor details:

Wendy Grusin
c/o AGSM
University of New South Wales
SYDNEY, NSW, 2052

Email: wendy@grusin.com

Wendy Grusin is an organisational psychologist and a member of the Adjunct Faculty at the AGSM. Her work at the AGSM has included authorship, delivery and/or course leadership roles for various organisational behaviour programs at the AGSM including Managerial Skills, Managing People and Organisations, Managing Change, Change Skills and New Student Sessions. She has worked on the full-time MBA, MBA (Executive) and Hong Kong programs. Wendy has also worked on various AGSM Open Enrolment and Custom Programs for corporate clients and performed the role of Academic Director.

Wendy has undertaken authorship, delivery and leadership roles for University of New South Wales, Faculty of Commerce and Economics, Master of Business Technology; University of New South Wales, Faculty of Commerce and Economics, Master of Commerce; University of Sydney, Faculty of Veterinary Science, Master in VetScience Management; Macquarie University, School of Psychology; Macquarie University, WARAWARA, Department of Indigenous Studies; and Macquarie University, Department of Commerce, Bachelor of Business.

Wendy also has extensive business experience at a senior level, conducting consulting work in the areas of strategic planning, business improvement and problem solving, organisational change, executive recruitment and coaching. She has worked in Australia, Canada, Hong Kong, South Africa and Israel.

Wendy recently received the Excellence in Teaching Award for work done on the Master of Veterinary Public Health Management Program, University of Sydney. In 2006 Wendy was awarded the Marcus Cohen Teaching Award at the Australian Graduate School of Management.

Appendix 1. Sample exam paper

Managing People & Organisations (Hong Kong)
Sample Final Examination

Instructions

1. Time allowed: **3 hours** plus **15 minutes** reading time. You may make brief notes during reading time but may not begin writing in your answer booklet.
   Spend time planning your answers. Marks are awarded for demonstration of breadth and depth of understanding and applications of concepts and ideas in your course materials. Ensure that the examiner can see clearly that you know the course materials and can use them. Marks are awarded for well planned, concise statements.
2. The exam consists of three sections. You must answer **one question from each section**, for a **total of three questions**. Where one question has an 'a' and 'b' component, both 'a' and 'b' must be answered for the question to be answered in full.
3. All questions are of equal value. This exam is worth 50% of total marks for the course.
4. **ANSWER EACH QUESTION IN A SEPARATE ANSWER BOOKLET**. Ensure your name and the question you have answered are clearly marked on the front of each booklet that you use.
5. This is an open book examination. You may bring your course materials and your summary notes into the exam session. Your materials may be annotated and the use of Post-it™ Notes is permitted. Your own study notes are also permitted. However, you are strongly cautioned against copying the work of others. This is plagiarism and a breach of discipline.
   Calculators with alpha keypads, lap-top computers and other electronic devices are also prohibited. If you inadvertently enter the exam session with prohibited material or equipment, surrender it immediately to the examination supervisor.
6. Please return the question paper with your **3 ANSWER BOOKLETS** before leaving the exam room.

Section 1

Answer either Question 1 or Question 2.

1. What is the effect of group norms on behaviour? Use examples to support your argument.

Or

2. a) Leadership is more about what you do than who you are. Discuss.
   b) What constraints do you have in changing the way you lead others?

Section 2

Answer either Question 3 or 4.

1. a) Describe and analyse an example of inter-personal conflict that you have experienced or witnessed at work that is based on either power differences or cultural differences.
   b) How does organisation design contribute to organisational effectiveness?

Or

2. 'Some people just cannot be motivated'. Discuss this statement using course concepts and examples from your own experience.

Section 3

This question is compulsory.

Adopting the format of the action learning review, reflect on your organisation's culture (or a company with which you are familiar). Describe the culture and draw on the concepts of MPO to analyse it. Formulate an improvement plan in order for the organisation to improve alignment of its culture with the business strategy and its architecture. Within the improvement plan, include an evaluation for measuring the success of your suggestions. List any obstacles that may prevent implementation of your plan and suggest ways to overcome these.

All questions are of equal value and you should allocate your time accordingly.

Good luck!