

BHM352 ORGANISATIONAL BEHAVIOUR

Academic Year 2013/14

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

Staff Member Responsible for the Module:

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Pre-requisites for the Module:

None

Mode of Attendance:

On Campus

Module Objectives and Learning Outcomes:

Organisations are complex entities which consist of diverse people who, while all contributing to the success of the organisation, might have different priorities and aims. The objectives of this course are therefore:

- > to raise the student's awareness of the centrality of organisational behaviour to understanding organisational functioning, focusing particularly on the individual and group/team level.
- > to understand human behaviour in organisations via the disciplinary bases of psychology, sociology and anthropology.
- > to discuss organisational processes from the perspectives of individuals and organisations.
- > to discuss organisational processes from different theoretical perspectives.

By the end of this module, students will be able to:

Knowledge and understanding



1. Demonstrate an understanding of theories, principles and concepts applicable to the study of organisations and management
2. Evaluate and analyse how the study of organisational behaviour can aid us in improving managerial processes and practices.
3. Understand how models, theories and concepts about organisational behaviour can be used in practice in different workplaces across different regions of the world.
4. Critically evaluate models and theories explored throughout the module.

Intellectual skills

5. Demonstrate reflexivity and analytical skills which will support their managerial development
6. Demonstrate competence in critical reasoning and decision-making
7. Critically assess and engage with business and management problems.

Professional skills

8. Apply the models and theories explored in the module to a variety of working environment (different types of organisations, different sectors, different national contexts).
9. Demonstrate a development of essential people management skills.
10. Demonstrate good team-working skills.
11. Demonstrate ability to collect and analyse organisational information.

Transferable skills

12. Written and verbal communication skills in one-to-one, small and large group settings.
13. Report writing skills
14. Develop analytical and writing skills in a time constrained setting.

Module Content:

- Week 1:** Introduction to Organisational Behaviour
- Week 2:** Individual Level: Individual differences (part I)
- Week 3:** Individual Level: Individual differences (part II)



- Week 4:** Individual Level: Motivation
- Week 5:** Emotions at work
- Week 6:** New OB outcomes: OCB, Deviant work behaviour and creativity
- Week 7:** Group Level: Groups and teams in organisations (part I)
- Week 8:** Group Level: Groups and teams in organisations (part II)
- Week 9:** Revision and review
- Week 10:** Exam Week

Corporate Connections:

The course team have extensive corporate connections with national and international corporations. They draw on these connections to inform the course material offering insights from their work at the most senior levels of the UK National Health Service, and private and public organisations in several countries. The lecture content is informed throughout by examples drawn from the corporate connections of the lecturers.

International Dimensions:

The aim of this course is to look at issues like cross-culturalism and globalisation and to put them into a context in which human beings are operating. The course seeks to provide students with details about the applications of theory and alternative approaches by looking at international issues in organisations. The course includes important issues like cultural differences, diversity and ethnicity and the impact this might have within a number of cultures. International perspectives are provided through:

- > The lecture and book materials
- > The readings that students are provided with
- > Examples used by the tutor in the class
- > Discussion during the sessions drawing on the students' experiences in order to make comparisons.

Contribution of Research:

Work & Organisational Psychology Group members are research active in almost every area of Organisational Behaviour which is covered in this module and we thus use

findings from our own research on a regular basis to provide examples. We are using our own research, for instance, to inform students about the relevance of studying OB.

We present in some detail several studies conducted by Aston staff in areas such as attributions at work (e.g. Robin Martin's research), team work (e.g. Jo Lyubnikova and Claudia Sacramento's research), Leadership (Cinzia Priola, Yves Guillaume and Robin Martin's research), organisational culture (Cinzia Priola's research), creativity and innovation (Claudia Sacramento's research), and diversity in organisations (Yves Guillaume and Cinzia Priola's research). We actively encourage students to use academic research to critically evaluate their experience of organisations and work.

Ethics, Responsibility & Sustainability:

During the module issues of ethics, corporate social responsibility and sustainability will be explored where relevant, particularly in the areas of individual differences, organizational culture, change management, organizational design and organizational structure, leadership, power and politics in organisations.

Method of Teaching & Learning:

The course will include lectures, group work, case studies, critical readings, videos, research activities, debates, small group and class discussions.

Method of Assessment and Feedback:

There are **TWO** pieces of assessment that students need to complete in order to pass this module:

- > **syndicate group assignment (30%),**
- > **individual examination (70%):**
- > **Portfolio (pass/fail)**

This piece of course work assesses outcomes 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13.

The exam assesses outcomes 1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 14.

Learning Hours:

Pre-reading	10
Contact Hours	27
Class preparation	16
Syndicate group work	35
Directed Learning/Additional Reading	22
Private Study/Assessment Preparation	40
Total	150



The following readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources. Additional readings will be uploaded on Black-board.

Pre-reading:

Robbins, S.P., Judge, T.A., & Campbell, T.T. (2010) *Organizational Behavior*. Harlow, UK: Pearson Prentice Hall. Chapter 1.

Gelfand, Michele J, Erez, Miriam, & Aycan, Zeynep. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology*, 58, 479-514.

Rousseau, Denise M. (1997). Organizational behavior in the new organizational era. *Annual Review of Psychology*, 48(1), 515-546.

West, M. A., Guthrie, J. P., Dawson, J. F., Borrill, C. S. and Carter, M. (2006). Reducing patient mortality in hospitals: the role of human resource management. *Journal of Organizational Behavior*. 27(7), 983–1002.

Essential Reading:

Robbins, S.P., Judge, T.A., & Campbell, T.T. (2010) *Organizational Behavior*. Harlow, UK: Pearson Prentice Hall.

Journals:

Academy of Management Journal
Academy of Management Review
British Journal of Management
Culture and Organisation
Human Relations
Journal of Organizational Behavior
Journal of Management Studies
Leadership Quarterly
Organization Studies
Personnel Psychology

