Aston Business School
Birmingham

BHM346 ORGANISATIONAL BEHAVIOUR THEORY & PRACTICE

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:

To study this module you must have completed the pre-requisite module BHM352 or BHM357.

Mode of Attendance:

On Campus

Module Objectives and Learning Outcomes:

This module adopts a strategic view on organizing and managing people by focusing on the impact of organizational design on organizational effectiveness including innovation, performance, social responsibility, employee engagement, and employee well-being.

By the end of the module students:

1. Will have developed an understanding of the nature of organizational effectiveness.

2. Will have developed knowledge of how organisations interact with the wider environment and the implications of these interactions for organizational effectiveness.

3. Will have developed a deeper understanding of how organizational design affects the nature, functioning, and effectiveness of organizations.

4. Will have acquired skills in diagnosing organizational effectiveness as well as designing and implementing organizational intervention programs to improve it.

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Module Content:

Week 1: A framework for understanding organizations

Week 2: How to diagnose organizational problems and fix them

Week 3: Strategic organizational design

Week 4: Developing high performance work systems

Week 5: Creating effective organizational climates and cultures

Week 6: Managing organizational conflict, power and politics

Week 7: Surgery session

Week 8: Becoming a successful organizational consultant

Week 9: Project pitch and revision class

Week 10: Submission of group project reports

Corporate Connections:

A particularly attractive feature of this module is its applied focus. The module focuses on understanding the role of effective management of organizations as a pathway to strategy implementation. Against this backdrop, lectures are prefaced with specific contemporary organizational issues which provide a context for the material covered in each lecture. Furthermore, extensive use is made of case analysis in order to bridge the theory-practice gap. The group assignment is also designed in such a way that students have to interact with a real life organization in order to collect data to complete the assignment. A practitioner is invited to share their experience of what it takes to become a successful organizational consultant. The module leader has year long experience in the area of organizational development and will also bring in real-life examples to the module.

International Dimensions:

The subject matter is examined in a cross-cultural or global context. Specifically, the module examines the impact of cultural and environmental factors on the management of

organizations in the strategy implementation process. Cases are drawn from the behavior of organizations globally to highlight and reinforce topics covered in the module. Although the emphasis is on multinational or global organizations, where appropriate, references are made to domestic organizations. The module also draws on the international character of the class to promote rigorous discussions of why and how organizational practices may or may not be effective across countries.

Contribution of Research:

The module adopts an evidence based management approach. Research and case-study evidence are core to all aspects of the module.

Ethics, Responsibility & Sustainability:

Ethics, responsibility and sustainability will be discussed in relation to many aspects of the module. A commitment to these issues is central to research and practice in organizational consultancy and development, organizational design, developing high performance work systems, creating effective organizational culture and climate, and managing power, conflict, and politics in organizations.

Method of Teaching:

The subject matter will be examined through a mix of lectures, experiential exercises, case analysis, and group discussion.

Method of Assessment and Feedback:

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

1. Individual Exam: 80%

Two hour closed book examination. The exam is divided into two sections. Section one comprises essays questions and Section two, a case analysis. Specimen exams from previous years are available on blackboard.

2. Group Coursework Assignment: 20%

Groups will have to interact with a real-life organization, evaluate the organization's effectiveness, discuss how a change in its design could help to improve the organization's effectiveness, and outline how change will be implemented. Groups will have to write a 1500 word proposal, and pitch their solution to a panel of experts.

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Learning Hours:

Pre-reading	25
Contact hours	27
Directed Learning	50
Private Study – Assignment Preparation	48
Total	**150**

Pre-reading:

Hitt, M. A., Miller, C. C., & and Colella, A. (2011). Organizational Behavior a strategic approach. 3rd Edition. John Wiley & Sons. (Chapter 1).

Wagner, J. A., & Hollenbeck, J. R. (2010). Organizational behavior: Securing competitive advantage. 5th Edition. Routledge. (Chapters 11, 12, 13, 14, 16).

Iverson, R. D., Zatzick, C. D., & McCrae, M. M. (2008). Chapter 21: High-performance work systems. In G. Cooper & Barling, J. (Eds). The handbook of organizational behavior. Volume One: Micro Approaches. Vol. 1 (pp. 393-409). Sage.

Ostroff, C.; Kinicki, A. J.; Muhammad, R. S. (2013). Chapter 24: Organizational culture and climate. In I. B. Weiner, N. W. Schmitt, & S. Highhouse (Eds). Handbook of psychology: Industrial and organizational psychology, Vol. 12., (pp. 643-676). 2nd Edition. John Wiley & Sons.

The following essential and recommended 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.

Essential Reading:

Hitt, M. A., Miller, C. C., & and Colella, A. (2011). Organizational Behavior a strategic approach. 3rd Edition. John Wiley & Sons. (Chapter 1).

Wagner, J. A., & Hollenbeck, J. R. (2010). Organizational behavior: Securing competitive advantage. 5th Edition. Routledge. (Chapters 11, 12, 13, 14, 16).

Iverson, R. D., Zatzick, C. D., & McCrae, M. M. (2008). Chapter 21: High-performance work systems. In G. Cooper & Barling, J. (Eds). The handbook of organizational behavior. Volume One: Micro Approaches. Vol. 1 (pp. 393-409). Sage.

Ostroff, C.; Kinicki, A. J.; Muhammad, R. S. (2013). Chapter 24: Organizational culture and climate. In I. B. Weiner, N. W. Schmitt, & S. Highhouse (Eds). Handbook of psychology: Industrial and organizational psychology, Vol. 12., (pp. 643-676). 2nd Edition. John Wiley & Sons.

Brown, D. R., & Donald F. H. (2014). An experiential approach to organization development. 8th Edition. Pearson. (Chapters 1, 3, 4, 5, 12, 14).

Each session will be supplemented with readings.

Indicative Bibliography:

Wagner, J. A., & Hollenbeck, J. R. (2010). Organizational behavior: Securing competitive advantage. 5th Edition. Routledge.

Hitt, M. A., Miller, C. C., & and Colella, A. (2011). Organizational Behavior a strategic approach. 3rd Edition. John Wiley & Sons.

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I. B. Weiner, N. W. Schmitt, & S. Highhouse (Eds, 2008). Handbook of psychology: Industrial and organizational psychology, Vol. 12., 2nd Edition. John Wiley & Sons.

Recommended Journals:

Academy of Management Journal

Academy of Management Review

Administrative Science Quarterly

Human Relations

Journal of Organizational Behavior

Journal of Applied Psychology

Personnel Psychology

Organization Science

Strategic Management Journal