

## BHM357 PEOPLE AND WORLD ORGANISATIONS

### Academic Year 2012/13

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.
- > 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:** Approaches to the study of Organisations
- Week 2:** Individual differences and personality
- Week 3:** Work motivation
- Week 4:** Teams in organisations
- Week 5:** Organisational culture and change
- Week 6:** Organisational design and structure
- Week 7:** Leadership in organisations  
**(Group Assignment Deadline)**
- Week 8:** Power and conflict in organisations
- 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 includes criticism of dominant Western approaches and 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 Guillarme and Robin Martin's research), organisational culture (Cinzia Priola's research) and diversity in organisations (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 (50%),
- > individual examination (50%):

#### 1. Syndicate Group Assignment – Organisational Cultural Analysis (50%)

Each group is required to conduct a cultural analysis of an organisation you have access to or you are very familiar with (e.g. one where a group member works or has worked). Choosing the theoretical model and your level of analysis, look at symbols, artefacts and values and explores organisational members' multiple interpretations of their organisational experience. The cultural analysis need to include a reference to the importance of national culture/s to organizational behaviour. You have to write a report of 2500 words in which you relate the theoretical issues on cultural studies discussed on the course, to your experience of the organisation.



The report should be word processed and fully referenced, using the Harvard system of reference. You should carry out a literature search (e.g. on databases) to find appropriate articles in addition to those recommended during the course and those reported in the main text.

A high grade will be given to reports which demonstrate:

- a) The appropriate use of specific techniques and methods (e.g. observation, interviews) to collect the data upon which the report is based.
- b) A good level of analysis of your and other members' ways of making sense and interpreting organisational experiences.
- c) Appropriate integration of the 'theory' with the accounts of organisational experience.
- d) Evidence of a wide range of readings, a competent use of the language and an appropriate structure.

Each group needs to submit **ONE** report. Please include the word count at the end of the report.

Any issue or problem experienced during the group work should be reported to the lecturer **as it presents itself (and before you hand in your work) so that a prompt solution can be found.** Please note that all members should contribute to the report in equal manner and that all members will receive the same grade (the report grade).

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

## 2. Examination (50%)

Two hours examination which consist of two *Essay Questions* from a choice of five options.

Both essay questions need to be answered and both carry the same weight. It is essential that the answers are theoretically driven using a range of theories and concepts from organisational behaviour to guide your analysis.

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

## Learning Hours:

Contact Hours	27
Class preparation	16
Syndicate group work	35
Directed learning/additional reading	22
Private Study/assessment preparation/exam	50
<b>Total</b>	<b>150</b>





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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. Additional readings will be uploaded on Black-board.

### Essential Reading:

M. Butler and E. Rose (Eds), (2011) *Organisational Behaviour. An Introduction*. London: CIPD.

### 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



For further information on any of the opportunities that Aston Business School offers, please contact:

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