

## **COURSE SPECIFICATION DOCUMENT**

<b>School:</b>	Business
<b>Programme:</b>	<b>BA (Hons) Business Management</b> <b>BA (Hons) Fashion Management and Marketing</b> <b>BA (Hons) Marketing</b> <b>BA (Hons) Finance and Investment</b>
<b>FHEQ Level:</b>	5
<b>Course Title:</b>	Organizational Behaviour
<b>Course Code:</b>	MGT 5400
<b>Course Leader:</b>	Sabine Spangenberg
<b>Student Engagement Hours:</b>	<b>120 (standard 3- credit BA course)</b>
Lectures:	30
Seminar / Tutorials:	15
Independent / Guided Learning:	75
<b>Semester:</b>	Fall/Spring
<b>Credits:</b>	12 UK CATS credits 6 ECTS credits 3 US credits

### **Course Description:**

This course explores the structure and nature of organisations and the contribution that communication and human behaviour makes to organisational performance. The course will address not only macro level issues relating to the environment and context within which organisations operate, but also the micro level influences of people as individuals and groups, their motivations and operating styles. The management of people for successful organisational performance will be emphasised by considering work environmental factors that facilitate or impede organisational success.

**Prerequisites:** MGT 5210 or PSY 5205

### **Aims and Objectives:**

The objective of the course is to equip students with a critical understanding of how organizations function. It will explore the impact of human and organizational factors on the establishment, development and performance of organizations, using a wide range of management theories. The importance of cross-cultural differences and its consequences for the management of global organizations will be highlighted. This course will draw from different disciplines within the social sciences, including psychology, political science, anthropology and sociology, insisting on the connections between these different fields and theories.

Upon successfully completing the course, students will be able to critically analyze organizational cultures and environments, identify predominant social dynamics in the workforce, and be able to offer solutions to improve work performance. Students will be able to draw from identified best practices, as well as their critical understanding of work place environments to identify areas of improvement. Another emphasis of the course will be on transferable skills. Case-studies will confront students with typical organizational situations, and they will be asked to analyze and assess these different contexts and offer solutions, in a way that is similar to what a human resource manager would be doing in an organization.

### **Programme Outcomes**

#### **BA (Hons) Business Management**

#### **BA (Hons) Fashion Management and Marketing**

#### **BA (Hons) Marketing:**

A1, A4, A5, B2, B3, B5, C1, C2, D1, D2

#### **BA (Hons) Finance and Investment:**

A2, A5, B2, B5, C1, C2, D1, D4, D5

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by the Academic Registry and found at:

<http://www.richmond.ac.uk/programme-and-course-specifications/>

### **Learning Outcomes**

Upon completion of this course, a successful student should be able to

- Conduct an advanced multi-level organizational analysis (PESTEL analysis) or an organizational culture and environment
- Know, understand, and be able to critically assess relevant management and organizational theories
- Understand the importance of motivational theories for individual and organizational performance
- Understand the importance of cultural flexibility for managing within a global economy
- Be able to identify needs for performance and or flexibility in an organization and adapt organizational design and structure accordingly

### **Knowledge and Understanding**

1. Have a detailed knowledge of the core theories of organizational behaviour
2. Understand on-going debates in the field of organizational behaviour

### **Cognitive Skills**

3. Identify the strengths and weaknesses of different approaches to managing organizations
4. Research and enquiry: conduct a literature review to identify recent developments in the

field of organizational behaviour

5. Synthesis and creativity: be able to critically synthesize the existing literature, identify shortcomings, and offer areas for future research

**Practical and/or Professional Skills**

1. Team and organizational working: be able to work efficiently in a group, coordinate efforts, and adapt to group demand. To be able to engage in a class discussion during the group presentation.
2. Ethical awareness and application: understand the ethical aspects of organizational behavior.

## Key Skills

1. Effective oral and written communication business skills with the group project (report + presentation)

## Indicative Content:

- Introduction to OB
- The OB environment, Technology, Organizational Culture
- The self in the organization: Personality & Motivation
- Individual development within the organization: Learning, Perception and communication
- The importance of group dynamics in organizations
- Group-related phenomenon
- Organizational Structure
- Organizational Change
- Power, politics and conflicts
- Leadership

## Assessment:

This course conforms to the Standard University Assessment Norms approved at Academic Board (formerly Learning & Teaching Policy Committee) and located at: <http://www.richmond.ac.uk/admitted-students/>

## Teaching Methodology:

Weekly sessions will be divided between lectures and seminars. Lectures will offer an overview of the key theories and concepts, alongside with a critical perspective. Seminars will be the occasion for students to engage in developing their own group project. Students are expected to read the corresponding chapters in the course textbook before each session.

## Bibliography:

### *Indicative Texts*

The textbook used in this course is:

Huczynski, A. & Buchanan, D. (2010). *Organizational Behaviour*, 7th Ed. (previous editions are acceptable) Pearson Education. ISBN:-10 1405840978

### *Recommended Reading & Additional Resources*

Additional resources can be found in the following textbook:

Robbins, S. P., Campbell, T., Judge T.A.: *Organizational Behaviour*, 2010, 1st Edition

ISBN: 0273739638

Students are also expected to get familiar with key journals in the field. This will provide them up-to-date knowledge of applied and theoretical research in the field. One of the objectives of the literature review exercise is to make students acquainted to the process of academic literature search.

**Leading journals in OB include:**

Industrial and Labor Relations Review

<http://www.ilr.cornell.edu/ilrreview/>

Journal of Human Resources

<http://www.ssc.wisc.edu/jhr/home.html>

Journal of Labor Economics

<http://www.journals.uchicago.edu/JOLE/home.html>

Human Resource Management Review

<http://www.elsevier.com/locate/issn/10534822>

Human Relations

<http://www.sagepub.co.uk/frame.html?http://www.sagepub.co.uk/journals/details/j0304.html>

Industrial Relations

<http://www.blackwellpublishing.com/journal.asp?ref=0019-8676>

International Journal of Human Resource Management

<http://www.tandf.co.uk/journals/routledge/09585192.html>

Journal of Organizational Behavior

<http://www.interscience.wiley.com/jpages/0894-3796/>

British Journal of Industrial Relations

<http://www.blackwellpublishing.com/journal.asp?ref=0007-1080>

European Journal of Industrial Relations

<http://www.sagepub.co.uk/frame.html?http://www.sagepub.co.uk/journals/details/j0057.html>

Gender, Work and Organization

<http://www.wiley.com/bw/journal.asp?ref=0968-6673>

Group and Organization Management

<http://www.sagepub.com/journals/10596011.htm>

Human Resource Management Journal

<http://fiordiliji.ingentaselect.com/vl=17812633/cl=36/nw=1/rpsv/cw/irs/09545395/contp1.htm>

Journal of Business Ethics

<http://www.kluweronline.com/issn/0167-4544/contents>

Journal of Human Resources

<http://www.ssc.wisc.edu/jhr/>

Personnel Psychology

<http://www.blackwellpublishing.com/journal.asp?ref=0031-5826&site=1/>

Human Relations

<http://hum.sagepub.com/>

Human Resource Management Journal

<http://www.wiley.com/bw/journal.asp?ref=0954-5395>

Human Resource Management Review

[http://www.elsevier.com/wps/find/journaldescription.cws\\_home/620229/description#description](http://www.elsevier.com/wps/find/journaldescription.cws_home/620229/description#description)

Industrial Relations

<http://www.wiley.com/bw/journal.asp?ref=0019-8676>

Journal of Occupational and Organizational Psychology

[http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)2044-8325](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)2044-8325)

Journal of Organizational Behavior

[http://onlinelibrary.wiley.com/journal/10.1002/\(ISSN\)1099-1379](http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)1099-1379)

Journal of Vocational Behavior

[http://www.elsevier.com/wps/find/journaldescription.cws\\_home/622908/description](http://www.elsevier.com/wps/find/journaldescription.cws_home/622908/description)

Leadership Quarterly

[http://www.elsevier.com/wps/find/journaldescription.cws\\_home/620221/description](http://www.elsevier.com/wps/find/journaldescription.cws_home/620221/description)

Work and Occupations

<http://wox.sagepub.com/>

Group and Organization Management

<http://gom.sagepub.com/>

*Please Note: The core and the reference texts will be reviewed at the time of designing the semester syllabus*

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Change Log for this CSD:

Major or Minor Change	Nature of Change	Date Approved & Approval Body (School or LTPC)	Change Actioned by Academic
Minor	Updated Programme Outcome List	School 11.Nov. 16	