



APPLIES TO ACADEMIC YEAR 2009/2010

EXC 2953 Organizational Behavior and Management

Programme

Bachelor in Business Administration (1. year)

Responsible for the course

Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

7,5

Language of instruction

English

Introduction

"The successful twenty-first-century manager will have to make the behavioural and attitudinal adjustments necessary to succeed in dynamic times"

Ray French, Charlotte Rayner, Gary Rees, Sally Rumbles, *"Organizational Behaviour"*, John Wiley & Sons, Ltd. England 2008 page 38.

Organizational Behaviour (OB) covers a relatively new subject area. It focuses on the behaviour of individuals and groups at work within an ethical frame of values and attitudes.

OB is *multidisciplinary*, covering social sciences like Psychology, Sociology and Anthropology.

The purpose of OB is multidimensional. Through scientific studies, OB acquires organizational knowledge that creates new and improved leadership and management theories, models and techniques that enhance the probability for managers to succeed in the "human business" of managing and leading organizations.

Learning outcome

Acquired knowledge:

This course in Organizational Behaviour and Management provides the students with a relevant theoretical background for understanding and influencing organizations. They will learn a number of definitions, theories, models and techniques within the Organizational Behaviour (OB) field. Thus achieving an understanding of the eclectic nature of psychology and leadership/management.

Acquired skills:

The students will learn:

1. To interpret and understand behaviour and attitudes of individuals and groups in organizations
2. How to define organizational problems and to apply OB theory, models and techniques, in order to diagnose and implement changes in organizations
3. How to play the role of a 3rd party consultant in OB processes.

Reflection:

Be aware of the notion that organizations have a responsibility to their employees and to the society that sustain them; and ultimately, the obligation to behave in ethical and moral ways

This course will give the students a good platform for further studies in applied social sciences.

Prerequisites

None

Compulsory reading

Books:

Schermerhorn, John R., Ray French, Richard N. Osborn, James G. Hunt. 2008. Organizational behavior. 1. ed. Chichester : John Wiley & Sons. (Authorised adaptation of the ninth edition by John R. Schermerhorn, James G. Hunt and Richard N. Osborn)

Articles:

Gallos, J.V.. 2006. Reframing complexity : a four dimensional approach to organizational diagnosis, development, and change. A Jossey-Bass Reader. San Francisco, Jossey-Bass 2006. <http://www.joangallos.com/wp-content/uploads/2007/08/reframing-complexity-a-four->

Recommended reading

Articles:

Dent, Fiona, Curd, Judy, "Psychometric Tests: An Overview of an Increasingly complex World," Training Journal February 2004

Henry Mintzberg, "Structure in 5's: A Synthesis of the Research on Organization Design." Management Science, Vol. 26, No.3 (March 1980), 322-341

Course outline

- What is organizational behaviour?
- Individual differences and work performance - ethics, values and attitudes
 - Individual performance factors and their effects on job performance
 - Learning, reinforcement and self-management
 - Motivation and empowerment
 - Job design, goal setting and flexible work arrangements
- Managing group dynamics and team performance
- Managing organizational processes and performance
 - Organizational structure and design
 - Organizational culture
 - Leadership
 - Power, politics and decision making in organizations
 - Communication, conflict and negotiation in organizations
 - Organizational change

Computer-based tools

You are required to command the use of BI's student system, Blackboard, and to obtain skills in search processes necessary for approaching case material and relevant case theory, both at Internet and through BI's library information systems.

Learning process and workload

1. A number of active individual and group learning processes.

The course consists of 14 lectures each of 3 hours duration, and a no of active individual and group learning processes (role play, teambuilding and self assessment processes, video-case-discussions etc.)

The lectures are related to the 12 chapter of the text book. At the first lecture the students will, through Internet, get access to a major case that exemplify how the theory in each lecture may be applied. This approach will be the same through out the entire course. The major case will also be the final, graded case for the group assignment. In order to get the necessary case training during the course period, it is important that the students try to establish a group of maximum three participants, already at the beginning of the course.

In order to help the students to help themselves, multiple choice questions will be available after each lecture. These the students are recommended to answer, since at the end of the course, they will have to attend a Multiple Choice, one hour, closed book, quiz exam, consisting of 30 questions that have been chosen from the entire question database that has been available through the entire course.

2. Estimated workload.

Activity	Use of hours
Lectures (participating in class)	42
Prepare for lectures/reading literature	36
Assignment and colloquium work	49
Compulsory multiple choice exam	1
Final case assignment	72
Total use of hours recommended	200

Use of hours

Activities	Use of hours
Lectures	42
Administration of learning activities	3
Alloted resource hours per 7,5 ECTS course	45

Examination

Grade will be based on following two compulsory evaluations;

- One (1) hour multiple choice exam, marked passed/fail
- Case assignment of 72 hours duration which is marked.

Both take place at the end of the course.

Exam code(s)

EXC 29531 Multiple choice exam. marked passed/fail

EXC 29532 Case assignment which is marked, accounts for 100% of the grade in EXC 2953 Organizational Behaviour and Management, 7,5 credits.

Examination support materials

EXC 29531 No aids are allowed

EXC 29532 All aids are allowed

Exam aids are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary. <http://www.bi.edu/studenthandbook/examaids>

Re-sit examination

A re-sit is held in at the next scheduled exam in the course. Students that have failed in one of the two exams, will only have to makeup the exam in which they failed.

Additional information