



MG302 MANAGING BEHAVIOR IN ORGANIZATIONS
IES Abroad London

DESCRIPTION:

This Course provides an overview of theories and concepts in Organizational Behavior (OB) and explores human behavior in social organizations. The pedagogic approach is two-fold; to develop a theoretical grasp of common workplace issues while grasping the pragmatic complexities of application. In the 21st century, new opportunities and challenges to work and management have emerged. The course offers the opportunity for both professional and personal development. As organizational behavior is a horizontal discipline, its lessons are applicable to every sector, while specific careers in organizational behavior are found in research positions as well as consultancy roles.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

ADDITIONAL COST: None

METHOD OF PRESENTATION:

- Lectures, seminars – the course will be delivered with student participation in brainstorming, and topic-related activities
- Relevant film clips, TED talks and Guest Speakers, and where possible, a class trip to a Shakespeare production to illustrate the key themes of the course.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Class participation as per IES Participation Rubric - 10%
- A 2-hour midterm exam, covering the concepts studied in first half of course - 30%
- A presentation on a choice of topic from those covered in class, referencing a relevant journal article - 30%
- A 2-hour final case study exam, encompassing all the course material - 30%

LEARNING OUTCOMES:

By the end of the course, students will be able to:

- Demonstrate understanding of the key concepts and ways of analyzing factors relating to individuals, groups and organizations
- Distinguish between different types of employee performance, learning, personality and motivational theories
- Understand the importance of organizational behavior in business settings
- Identify the process of group formation, group structure, the role of the individual in groups and team working
- Identify and explain the historical changes in organizational structure and design and the importance of the concepts of conflict and institutions for organizations
- Work within a team to analyze real business problems and make substantive recommendations for improvements

ATTENDANCE POLICY:

Regular class attendance is mandatory. Irregular attendance may result in a lower grade in the course, and/or disciplinary action. The IES Abroad London class attendance policy does not allow for unexcused absences, and grades will be docked one-half letter grade for each such absence. Rare exceptions will be made for the following reasons:

- The student is too sick to attend class. In this instance, the student must call the IES Abroad Centre before class to notify any of the IES Abroad staff. It is not sufficient either to email, send a message with a friend or call the Centre after the class has started.
- A serious illness or death in the immediate family requiring a student to travel home. This requires written approval from the Centre Director before departure.

Arriving more than 10 minutes late to class may count as an unexcused absence. Immigration laws in the UK are extremely strict, and we jeopardize our legal status in hosting students who do not regularly attend class. Students who do not attend class regularly will be reported to the appropriate officials and risk dismissal from the program and deportation from the UK. If a student incurs absences representing 25% of the total class hours, they will be contacted by the Academic Programme Manager (APM) and Centre Director (CD). If these absences are made up exclusively of unexcused non-attendance, this will trigger a disciplinary review. If these absences are made up of excused non-attendance, a meeting will be held to discuss the underlying reasons for lack of attendance, and to discuss ways it can be maintained for the duration of the term. If the 25% threshold is reached due to a mixture of excused and unexcused absences, students will also be asked to attend a meeting to discuss.

CONTENT:

Week	Content	Assignments
Week 1	Introduction to Organizational Behavior OB's relevance: history, development in the global context, its universal and changing elements and its relevance to modern workplaces. The journey from Taylorism to Human Relations School of Management. What is work, why do we need to motivate people to manage people, and why is this still so important and yet difficult? How is working changing?	- Brooks, I (2018) Chapters 1 pp1-8 & Chapter 2, Chapter 3, pp90-92 - Choose a UK organization job advert and contrast to similar role in the US
Week 2	Learning, personality, energy management Who are we and how do we learn? Organizations as well as individuals need to ask this question. Focusing on a range of personality theories, we explore the key psychometric personality tests used in recruitment and the link between personality, motivation, and learning. The 'learning organization' and 'double-loop' thinking for innovation.	- Brooks, I (2018) Chapter 3 & Thaler, H & Sunstein, R (2003) Review of MoneyBall, <i>The Art of Winning an Unfair Game</i>, The New Review https://newrepublic.com/article/61123/whos-first - Moneyball Film Clips https://www.imdb.com/title/tt1210166/?ref_=ttfc_fc_tt – watch whole film for homework
Week 3	Motivation & Energy Management Understanding key theories and Schools of Thought, motivation over the development of OB. Exploring the links between learning, motivation, and identity and how managers can leverage this to increase commitment to role and organization. Exploring the notion of energy management and employee well-being to create high performance.	- Brooks, I (2018) Chapter 4 - Schwartz, T (2012) Manage Your Energy, Not Your Time, HBR https://hbr.org/2007/10/manage-your-energy-not-your-time - Dan Pink's Drive Ted Talk https://www.youtube.com/watch?v=u6XAPnuFjJc

Week	Content	Assignments
Week 4	Leadership Understanding the key theories and development of the topic (trait, behavior and situational leadership) over the last half-century of what is valued in leaders. This session explores how it differs from management and what 21st century leadership means in practice, the role of emotional intelligence in workplace.	- Brooks, I (2018) Chapter 6 - Goleman, D (2004) Emotional Intelligence Omnibus: Working with Emotional Intelligence, Chapter 10 <i>Managing with Heart</i> - Dead Poet's Society Film Clips https://www.imdb.com/title/tt0097165/ - Watch whole film for homework
Week 5	Groups & Teams This session explores how groups different from teams, the role of social connections in leveraging productivity and the relevance of the Hawthorne studies. Tuckman's theory of team formation, the problems with teamwork and job design and Groupthink are analyzed.	- Brooks, I (2018) Chapter 5 - Challenger Disaster & Jani's GroupThink Symptoms & Solutions - Belbin Profile Teams - a creative project in short time scale
Week 6	Communication & Global Working What is the role of communication in the workplace and how can we become more effective communicators? Analyzing the key cross-cultural theories, interrogating their relevance to the current global workplace, and assessing our own communication styles.	- Brooks, I (2018) Chapter 1, pp10-25 & Chapter 8 pp 273-277, - Daniel Goleman https://www.youtube.com/watch?v=Y7m9eNoB3NU - Breaking & Building Rapport - EI Test & Johari Window in Brooks pp89
Week 7	Organizational Structure Identifying key elements of organizational structure, how it affects behavior, the impact of inappropriate structures. Exploring the links between structure and culture, the impact on stakeholders and business strategy. Decentralizing, flexible working and employee progression.	- Brooks, I (2018) Chapter 7 - The Rise & Fall of Marks & Spencer - Analyze a company using knowledge from this session.
Week 8	Organizational Culture & Change Understanding culture is in organizations, how it links to structure and its role in hindering or assisting the business strategy. Appreciating the power of articulating, molding, and adjusting difficult cultures to make lasting changes to the overall organizational effectiveness.	- Brooks, I (2018) Chapter 9 & Chapter 4 pp119-133 & Chapter 3 pp90-92, Chapter 7 pp246-251 - Blue Circle - Analyze the organizational culture in Dead Poet's Society Film, using the Cultural Web by Johnson & Scholes.

Week	Content	Assignments
Week 9	Decision-Making & Ethics Distinguish between rational model and bounded rationality, and the importance of optimizing versus satisficing when time and knowledge might be scarce. The ethical implications of all work-place decisions and the importance of good decision-making in management.	- Brooks, I (2018) Chapter 3 pp85-88 and Huczynski & Buchanan (2013) Chapter 20 - Amazon Unpacked
Week 10	Organizational Power & Politics Understanding the key power resources at a manager's disposal, the benefits, limitations, and impact of each type. Understanding the relevance of politics, the importance of developing emotional intelligence to manage effectively. Developing coaching tools to diffuse negative toxic cultures and promote healthy relationships.	- Brooks, I (2018) Chapter 8 - Analysis of Shakespeare's Henry V's use of power and politics in his mission & Coaching Exercise to develop persuasion and influence skills.
Week 11	Student Presentations	
Week 12	Student Presentations & Exam Revision	

REQUIRED READINGS:

- Brooks, I (2018) Organisational Behaviour, Fifth Edition, Harlow, Pearson Education

RECOMMENDED READINGS:

- Hucksynki, A & Buchanan, D (2013) Organisational Behaviour, 8th Edition, Harlow, Pearson Education
- Goleman, D (2004) Emotional Intelligence Omnibus: Working with Emotional Intelligence, London, Bloomsbury
- Northouse P, (2009) Leadership, Theory and Practice, 8th Edition, London, Sage