

## International and Global Green MBA

### International Organisational Behaviour and Management

Period 2017

#### GENERAL:

<b>The Course:</b>	International Organisational Behaviour and Management (International – 4860 / Global Green – 8252)
<b>The Lecturer:</b>	Dr Tuvia Melamed
<b>Email Address:</b>	<a href="mailto:TMelamed@ClearWater-UK.com">TMelamed@ClearWater-UK.com</a>
<b>Appointment Times:</b>	By personal arrangement

#### 1. Course objectives

The purpose of this course is to **provide you with a solid understanding of the key concepts and latest thinking in international organisational behaviour and Management** –The course offers a managerial and organisational framework within an international context. It focuses on the structural issues and human behaviour in organisations of various natures. The content of the course will explore four layers of operation – the individual, the team, the organisation, and the culture.

The course will explore the ways in organisational systems operate, the understanding of organisational processes, and the examination of various managerial tools and styles that facilitate effective operation. Throughout the course students will be exposed to central managerial approaches, key issues in the world of work and the competencies and tools needed to handle these, inter-personal and inter-team processes and their impact on effective organisational performance. The discussions in the classroom will be based on a mixture of international case studies with self-reading. By the end of the course, you should:

- ② Understand the impact that international organisational behaviour and management factors have on the performance, structure and operation of your company or place of work
- ② Recognise the issues that are in your personal control (as managers and leaders) and which affect the effectiveness and performance of groups and teams
- ② Be better prepared to handle the organisational and people aspects of change in organisations – especially those operating internationally

#### 2. Methodology

The sessions will use applied theory combined with practical case studies from global companies to impart key concepts. Each session will use a mixture of discussion as well as traditional teaching.

You should familiarise yourself with the compulsory reading before each session (skim read, go through key concepts). After each session, you should read the relevant compulsory reading in more detail. The sessions will provide a broad overview of the subjects, concepts and issues – it is up to you to use the reading to get an in-depth understanding of the main points.

### 3. Course Content

#	Topic	Case Study	Reading
1	<b>Managerial behaviour in an organisational context</b> The ability to handle complexity; The structure of organisational complexity; Elliot Jaques's model of complexity	<b>DePuy CMW (UK) – Medical equipment</b> Managing complexity: The case of team re-structure <i>No previous reading</i>	<b>Reference 1:</b> Pair pages 18–32
2	<b>Perspectives on Individual Behaviour</b> Inter-personal differences and behaviour; Personality in the organisation; Personality testing; Managerial assessment; Decision making; Perception and perceptual processes; Attitudes and values; Decision making processes	<b>Greencore (Ireland) – Convenience food</b> Personality profiling and business realities <i>No previous reading</i>	<b>Reference 2:</b> Chapter 3 (Pages 41–78)
3	<b>Management and Leadership</b> From management to leadership; Leadership styles; Situational models of leadership; Multi-facets models of leadership; The H3 model of leadership; Jim Collin's Level-5 Leadership; Daniel Goleman's Emotional Intelligence; Leadership derailment; The dark side of leadership	<b>Berendsen (UK, Western Europe)</b> <i>No previous reading</i>	<b>Reference 2:</b> Chapter 6 (Pages 157–188) <b>References 3, 4, &amp; 5</b> – Skim read <b>Reference 6:</b> Chapter 6 (Pages 101–133)
4	<b>Management Development</b> Executive coaching; team building; Management development	<b>Align (Holland, US, APAC)</b> Executive coaching <i>No previous reading</i>	<b>Reference 11:</b> Chapter 16
5	<b>Employee Motivation and Engagement</b> Process and content theories of motivation; Employee engagement; Employee development – Developmental questioning; Conflict management; The 'Hamburger Model'; Performance management	<b>Warner Bros. (UK) – Films and Entertainment</b> The managing conflict role play <i>No previous reading</i>	<b>Reference 11:</b> Chapter 10 <b>Reference 2:</b> Chapter 4 (Pages 79–110) <b>References 6, 7, &amp; 8</b>
6	<b>Globalisation and culture</b> Global R&D; Global Manufacturing; Models of organisational culture; Hofstede's national culture study	<b>Mölnlycke (Sweden) – Health Care</b> Motivated teams – an inter-cultural case <b>Reference 2 Pages 322–329</b>	<b>Reference 9</b>

7	<b>Organisational Structure, Analysis and Diagnosis</b> Sigmoid curve; Adizes's corporate lifecycle; The open-system model; Organisation-level Diagnosis; Diagnosing groups; Individual-level diagnostics; Diagnostic keys and tools	<b>WoodGrain Furniture (UK) – Bespoke Furniture</b> Competing with the big boys? <b>Download from HighLearn</b>	<b>Reference 10:</b> Chapters 5 & 6 (pages 83–113) <b>Reference 2:</b> Chapter 7 (pages 189–232) <b>References 12 &amp; 13</b> (Skim Read)
8	<b>Organisational Development and Change</b> Human process interventions; Techno-structural interventions; Human Resource Management Interventions; Strategic change interventions	<b>Standard Chartered Bank (Global – focus on Nigeria) – Financial Services</b> Tragic to Magic: Applying 'Cycle of Service' globally <i>No previous reading</i>	<b>Reference 10:</b> Chapters 12–20 (pages 216–533) <b>Reference 11:</b> Chapter 18

#### 4. Reading

- Jaques, E. (1998). *Requisite Organization – A Total System for Effective Managerial Organization and Managerial Leadership in the 21<sup>st</sup> Century*. Cason Hall, Arlington VA.
- Brooks, I. (2008). *Organisational Behaviour: Individuals, Groups and Organisation (4<sup>th</sup> Edition)*. Prentice Hall, Harlow.
- Bloch, S. & Whiteley, P. (2003). *Complete Leadership – A Practical Guide to Developing Your Leadership Talents*. Pearson Education Ltd, Harlow.
- <https://www.stephencovey.com/7habits/7habits-habit3.php>
- <https://www.ClearWater-UK.com/MyBlog> --The blog site of ClearWater A&D. Contains over 25 easy-reading articles on different aspects of leadership, mainly written by Dr Tuvia Melamed, the course tutor
- Hogan, R. (2007). *Personality and the Fate of Organizations*. Lawrence Erlbaum, Mahwah NJ.
- <http://www.simply-communicate.com/news/employee-engagement-k-b-model-0>
- <http://www.simply-communicate.com/news/employee-engagement-bangalore-call-centres-0>
- <http://www.simply-communicate.com/news/employee-engagement-beginners-guide-0>
- <http://www.geert-hofstede.com/>
- Cummings, T. G. & Worley, C. G. (2014). *Organization Development and Change (10<sup>th</sup> Edition)*. St. Paul, MI: West
- Adizes, I. (2004). *Managing Corporate Lifecycles*. Adizes Institute.
- <http://www.adizes.com>

#### 5. Course requirements – Assessment and grade composition

Your final grade in the course will be based on an assignment – 100%

##### Assignment

The assignment will be sent to students via the course site on High Learn as the course progresses. The assignment will be individually based. The assignment will be a case study of an international organisation. The students will be expected to analyse the information provided using tools they gained in the course and offer a way forward to the organisation in question.