

Global Green MBA – Ember Class

International Organisational Behaviour and Management

Period 2018

GENERAL:

The Course: International Organisational Behaviour and Management (209.8252)
The Lecturer: Dr Tuvia Melamed
Email Address: TMelamed@ClearWater-UK.com
Period: Period 2 (20.12.18 – 15.2.19)
Appointment Times: 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	Managerial behaviour in an organisational context The ability to handle complexity; The structure of organisational complexity; Elliot Jaques's model of complexity	DePuy CMW (UK) – Medical equipment Managing complexity: The case of team re-structure <i>No previous reading</i>	Reference 7: Pair pages 18–32
2	Perspectives on Individual Behaviour 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	Greencore (Ireland) – Convenience food Personality profiling and business realities <i>No previous reading</i>	Reference 6, Reference 8: Chapter 3 (Pages 41–78)
3	Management and Leadership 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	Berendsen (UK, Western Europe) <i>No previous reading</i>	Reference 3, Reference 8: Chapter 6 (Pages 157–188), References 9, 10, & 11 – Skim read, Reference 12: Chapter 6 (Pages 101–133)
4	Management Development Executive coaching; team building; Management development	Align (Holland, US, APAC) Executive coaching <i>No previous reading</i>	Reference 1 and 4; Reference 14, Chapter 16
5	Employee Motivation and Engagement Process and content theories of motivation; Employee engagement; Employee development – Developmental questioning; Conflict management; The 'Hamburger Model'; Performance management	Warner Bros. (UK) – Films and Entertainment The managing conflict role play <i>No previous reading</i>	Reference 8: Chapter 4 (Pages 79–110), Reference 14: Chapter 10
6	Globalisation and culture Global R&D; Global Manufacturing; Models of organisational culture; Hofstede's national culture study	Mölnlycke (Sweden) – Health Care Motivated teams – an inter-cultural case Reference 2 Pages 322–329	Reference 2, 15, & 16
7	Organisational Structure, Analysis and Diagnosis Sigmoid curve; Adizes's corporate lifecycle; The open-system model; Organisation-level Diagnosis; Diagnosing groups; Individual-level diagnostics; Diagnostic keys and tools	WoodGrain Furniture (UK) – Bespoke Furniture Competing with the big boys? Download from HighLearn	Reference 8: Chapter 7 (pages 189–232); Reference 15: Chapters 5 & 6 (pages 83–113)
8	Organisational Development and Change Human process interventions; Techno-structural interventions; Human Resource Management Interventions; Strategic change interventions	Standard Chartered Bank (Global – focus on Nigeria) – Financial Services Tragic to Magic: Applying 'Cycle of Service' globally <i>No previous reading</i>	Reference 5, Reference 14: Select chapters of interest Reference 11: Chapter 18

4. Reading

1. Fernandez-Araoz, C., Roscoe, A. & Aramaki, K. (2017). Turning potential to success: The missing link of leadership development. *Harvard Business Review*, **November-December**, 86-93.
2. Groysborg, B., Lee, J., Price, J., & Cheng, J. (2018). The leader's guide to corporate culture. *Harvard Business Review*, January-February, 44-57.
3. Lytkina Botelho, E., Rosenkoetter Powel, K, Kincaid, S. & Wang, D. (2017). What sets successful CEOs apart: The four essential behaviours that help the win the top job and thrive once they get it. *Harvard Business Review*, **May-June**, 70-77.
4. Petriglieri, J., & Petriglieri, G. (2017). The talent curse: Why high potentials struggle – and how they can grow through it. *Harvard Business Review*, **May-June**, 89-94.
5. Johnson Vickberg, S. M, & Christofort, K. (2017). Pioneers, drivers, integrators, & guardians. *Harvard Business Review*, **March-April**, 50-56
6. Butler, T. (2017). Hiring an entrepreneurial leader: What to look for. *Harvard Business Review*, **March-April**, 84-93.
7. Jaques, E. (1998). *Requisite Organization – A Total System for Effective Managerial Organization and Managerial Leadership in the 21st Century*. Cason Hall, Arlington VA.
8. Brooks, I. (2008). *Organisational Behaviour: Individuals, Groups and Organisation (4th Edition)*. Prentice Hall, Harlow.
9. Bloch, S. & Whiteley, P. (2003). *Complete Leadership – A Practical Guide to Developing Your Leadership Talents*. Pearson Education Ltd, Harlow.
10. <https://www.stephencovey.com/7habits/7habits-habit3.php>
11. <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
12. Hogan, R. (2007). *Personality and the Fate of Organizations*. Lawrence Erlbaum, Mahwah NJ.
13. <http://www.geert-hofstede.com/>
14. Cummings, T. G. & Worley, C. G. (2014). *Organization Development and Change (10th Edition)*. St. Paul, MI: West
15. Adizes, I. (2004). *Managing Corporate Lifecycles*. Adizes Institute.
16. <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.