

## **International MBA & Global Green MBA**

### **International Organisational Behaviour and Management**

#### **GENERAL:**

<b>The Course:</b>	International Organisational Behaviour and Management (209.8252)
<b>The Lecturer:</b>	Dr Tuvia Melamed
<b>Email Address:</b>	<a href="mailto:TMelamed@ClearWater-UK.com">TMelamed@ClearWater-UK.com</a>
<b>Period 1:</b>	October to December 2020
<b>Appointment Times:</b>	By personal arrangement – via Zoom

#### **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:

- Understand the impact that international organisational behaviour and management factors have on the performance, structure and operation of your company or place of work
- Recognise the issues that are in your personal control (as managers and leaders) and which affect the effectiveness and performance of groups and teams
- 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.

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.

Lectures will be delivered virtually via zoom. The lectures are based on a mixture of presentations, practice, live demonstration, small group discussions, and mini talks from external contributors (Senior leaders from various international companies). All course materials can be found in the moodle system.

The students will be randomly assigned to teams of 4-5 participants, and will remain in these teams for throughout the course.

The studying themes in this course include: (a) the ability to articulate ideas with precision and in a memorable manner; (b) work in diverse teams; (c) personal development as a vehicle to learning.

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

Your final grade in the course will be based on six assignments- four group assignments and two personal ones.

- Assignment 1: team assessment - 5% - Team branding – A single, up to 50 words plus optional audio (up to 1 minute)
- Assignment 2: Personal assignment- 5% – Personal SWOT – A single, up to 50 words plus optional audio (up to 1 minute)
- Assignment 3: team assignment- 5% - Case study - organisational culture: The acquisition of Wholefoods by Amazon – A single, up to 50 words plus optional audio (up to 1 minute)
- Assignment 4: personal assignment – 15% – Personal branding – either a short video (under 4 minutes) or a presentation
- Assignment 5: team assignment - 5% - case study - Google's Oxygen programme of leadership – A single, up to 50 words plus optional audio (up to 1 minute)
- Assignment 6: team assessment - 65% - A personal development plan for a team member – A report (examples will be provided in the course oodle).

### 3. Course Content

- Session 1: **Managing complexity** – The ability to handle complexity; The structure of organisational complexity; Elliot Jaques's model of complexity
- Session 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
- Session 3: **Organisational culture** – Hofstede's national culture study; models of organisational culture; signature experience – *Case study 'When cultures clash – Amazon versus Whole Foods'*
- Session 4: **Behavioural assessment** – Assessment methodologies; Assessment centre; Assessment events; Competencies framework; Competencies based interview
- Session 5: **Developmental assessment** – Dynamic developmental; Life script; psychological games; in-depth interview
- Session 6: **Management development** – Management development; team building; executive coaching; employee engagement; Employee development – Developmental questioning; Conflict management; The 'Hamburger Model'; Performance management;
- Session 7: **Talent management** – Talent management – organisational and employee perspective; entering the labour market; self-branding and marketing
- Session 8: **Leadership** – Qualities of leaders; Adizes's corporate lifecycle – *Case study: Google's Oxygen project of leadership competencies*

### 4. Preparation for sessions

- Session 1 – No pre-reading
- Session 2 – No pre-reading
- Session 3 – Read in advance the HBR Case Study 'Amazon versus Whole foods – When cultures clash'
- Session 4 – Read in advance HBR Case Study – 'Google's project Oxygen – Do managers matter'

- Session 5 – No pre-reading
- Session 6 – Read in advance the articles: (a) 'The leader as a coach' and (b) 'Great strategy requires creativity'
- Session 7 – No pre-reading
- Session 8 – Read in advance the articles: (a) 'The new science of team chemistry' and (b) 'Four things that set successful CEOs apart?'

## 5. Compulsory Reading

1. Brandenburger, A. (2019). Strategy needs creativity: An analytic framework alone won't reinvent your business. *Harvard Business Review*, **March-April**, Volume 97 (2), 58-65.
2. Ibarra, H. & Scoular A. (2019). The leader as a coach. *Harvard Business Review*, **November-December**, 110-119.
3. Johnson Vickberg, S. M, & Christofort, K. (2017). Pioneers, drivers, integrators, & guardians. *Harvard Business Review*, **March-April**, 50-56.
4. 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.
5. Campbell, D., Sandino, T., Barnett, J., & Snively, C. (2018). Whole Foods under Amazon. *Harvard Business Review*, Case study **9-118-074**
6. Garvin, D. A., Wagonfeld, A. B., Kind, L. (2103). Google's project Oxygen: Do managers matter? *Harvard Business Review*, Case study **9-313-110**

## 6. Optional 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. 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.
4. Butler, T. (2017). Hiring an entrepreneurial leader: What to look for. *Harvard Business Review*, **March-April**, 84-93.
5. Cappelli, P. (2019). Your approach to hiring is all wrong: Outsourcing and algorithms won't get you the people you need. *Harvard Business Review*, **May-June**, Volume 97 (3), 48-58.
6. Holmes, D. E. (2019). Expanding the pool: How Goldman Sachs changed the way it recruits. *Harvard Business Review*, **May-June**, Volume 97 (3), 58-61.
7. Moldoveanu, M. & Narayandas, D. (2019). The future of leadership development: Gaps in traditional executive education are creating room for approaches that are more tailored and democratic. *Harvard Business Review*, **March-April**, Volume 97 (2), 40-50.
8. Porter, M. E., & Nohria, N. (2018). How CEOs manage time. *Harvard Business Review*, **July-August**, Volume 96 (4).
9. Hogan, R. (2007). *Personality and the Fate of Organizations*. Lawrence Erlbaum, Mahwah NJ.
10. <http://www.geert-hofstede.com/>
11. Cummings, T. G. & Worley, C. G. (2014). *Organization Development and Change* (10<sup>th</sup> Edition). St. Paul, MI: West
12. Adizes, I. (2004). *Managing Corporate Lifecycles*. Adizes Institute.
13. <http://www.adizes.com>
14. 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.

15. Brooks, I. (2008). *Organisational Behaviour: Individuals, Groups and Organisation* (4<sup>th</sup> Edition). Prentice Hall, Harlow.
16. Bloch, S. & Whiteley, P. (2003). *Complete Leadership – A Practical Guide to Developing Your Leadership Talents*. Pearson Education Ltd, Harlow.
17. <https://www.stephencovey.com/7habits/7habits-habit3.php>
18. <https://clearwater-uk.com/blog/> --The blog site of ClearWater A&D. Contains easy-reading articles on different aspects of leadership by Dr Tuvia Melamed, the course tutor