



ORGANIZATIONAL BEHAVIOR

COURSE OUTLINE AND READING LIST

DR. TOMAS FARCHI (IAE BUSINESS SCHOOL)

School of Business and Economics

TIME Research Area | Innovation, Strategy and Organisation Group (**ISO**)

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FEBRUARY 2017

1 COURSE OVERVIEW

Course Name:	Organizational Behavior (ID: 17ss-50312)
Degree Programmes:	<ol style="list-style-type: none"> 1. Master BWL (IEM) 2. Master Wirtschaftsingenieurwesen (IEM) 3. Master Wirtschaftswissenschaften (IEM, GM)
Lecturer:	Dr. Tomas Farchi (IAE Business School)
Contact:	Dr. Antje Hütten (huetten@time.rwth-aachen.de)
Location and Time:	<p>02 May, 04 May, 05 May: 08.30am – 15.15pm 03 May: 08.30am – 16.45pm Room B301, Kackertstr. 7</p>
Content Description:	<p>This course aims to delve into the impact of three determinants of organizational behaviour: individuals, groups, and structures; with the ultimate purpose of applying this knowledge toward improving the students' own understanding and effectiveness. The first day begins by identifying different job motivation theories and proposing an integrative framework. The second day allows students to study various interpersonal relationships from different perspectives, including hierarchical ones, and discuss the origins of interpersonal conflict. The third day features a note that offer a general view of what is to participate in and lead teams. We will be discussing the issue of group identity and dynamics. The fourth day looks at team processes, analysing the most common team dysfunctions that can significantly impede productivity. We finish the course, by discussing different elements of organizational structure and outlining some of the factors that must be taken into account while thinking at the structural level and its impact on organizational behaviours.</p>
Qualification Objectives:	<p>This course introduces theoretical and empirical research in organizational behaviour theory, with emphasis on classic theory/arguments and contemporary empirical debates and research issues in the field. The objective of the course is to equip you with insights and familiarity in current research debates, such that you can be a critical consumer of research and have a deeper understanding of the underlying behavioural dynamics in organizations.</p>
Literature:	See readings below
Course Examination:	Assessment will comprise class participation and class presentation on essential readings for each day.
Participation Requirements:	<ol style="list-style-type: none"> 1. Solid command of English 2. Willingness to engage in preparatory readings of case studies and/or research papers 3. Exchange and Erasmus students (Master and advanced Bachelor level) are cordially invited to apply for participation in this course
Group Size:	35 participants (max)
Workload:	<p>30 hours of lecturing 90 hours of individual or group preparation</p>

Type of Teaching Event:	Lectures, case discussions, group presentations, and general discussions
Language:	English
Credits:	5

2 LECTURER

Tomas Farchi is an Assistant Professor in the Organizational Behaviour Department at IAE Business School. In addition to his position at IAE, Tomas is a Visiting Scholar at the University of Oxford (Said Business School, UK) and a recipient of a National Institute for Health Research (NIHR, UK) grant to study novel forms of knowledge coordination in biomedical research centres. His research also examines the nature of expert knowledge and its problematic appropriation from users in large and heterogeneous professional groups.

3 TIME SCHEDULE

The course comprises 7 class hours per day (a class hour lasts 45 minutes). Exceptions apply on 03 May, when the course will be finishing later

- Daily Schedule:
- Lecture from 08.30am to 10.00am
 - Morning break from 10.00am to 10.15am
 - Lecture from 10.15am to 11.45am
 - Lunch break from 12.00noon to 1.00pm
 - Lecture from 1.00pm to 3.15pm

4 READING LIST

Day 1: Motivation 02/05/2017	<i>Essential Readings</i>	<p>Nohria, N., Groysberg, B. and Lee, L-E. (2008) "Employee Motivation", Harvard Business Review, 86(7/8), pp. 78-84.</p> <p>Kerr, S. (Feb 1995) "On the folly of rewarding A, while hoping for B", Academy of Management Executive, 9 (1), pp. 7-14.</p> <p>McGregor, D.S. (1960) "Theory X and theory Y", chapter 20, pp. 358-374 in Pugh, D.S., Organization theory: selected readings (1990) (3rd ed.).</p> <p>Kehr, H. M. (2004) "Integrating implicit motives, explicit motives, and perceived abilities: the compensatory model of work motivation and volition", Academy of Management Review, 29(3), pp. 479-499.</p> <p>Meyerson, D. and Scully. (1995) 'Tempered Radicalism and the Politics of Ambivalence and Change', Organisational Science, 6 (5), pp. 585-600.</p>
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Day 2: Interpersonal Relationships 03/05/2017	<i>Essential Readings</i>	<p>Goffman, Erving (1959) "The presentation of Self in Everyday life" (Introduction and Conclusion chapters only). Penguin, London</p> <p>Harvey, J.B, "The Abilene Paradox: The Management of Agreement", in Classic of Organizational Behavior (2001), Natemeyer, W.E. and McMahon, J. Timothy.</p> <p>Hersey, P., Blanchard, K., Natemeyer, W. "Situational leadership and power", in Classic of Organizational Behavior (2001), Natemeyer, W.E. and McMahon, J. Timothy.</p> <p>Hall, Jay (1973) "The Johari Window" (Originally entitled "Communication Revisited", The California Management Review, 15 (3).</p> <p>Gouldner, Alvin W. (1957) "Cosmopolitans and Locals: toward an analysis of latent social roles". Administrative Science Quarterly, 2 (3), pp. 281 – 282.</p>
	<i>Additional Readings</i>	<p>"What Your Leader Expects of You" Bossidy, L. (HBR article, 2007).</p>
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Day 3: Team Dynamics and Identity 04/05/2017	<i>Essential Readings</i>	<p>Katzenbach, J. R. and Smith, D. K., 1993. "The discipline of teams", Harvard Business Review, 71 (2), pp. 111-120.</p> <p>Wageman, R., Summer 1997. "Critical success factors for creating superb self-managing teams", Organizational Dynamics, 26 (1), pp. 49-61.</p> <p>Ancona, D. G. and Caldwell, D. F. (1992) "Bridging the Boundary: External Activity and Performance in Organizational Teams", Administrative Science Quarterly, 37(4), pp. 634-665.</p> <p>Gersick, C. J. G. 1988. Time and transition in work teams: Toward a new model of group development. Academy of Management Journal. 31: 9-41.</p> <p>Druskat, Vanessa Urch and Wolff, Steven B. 2001. "Building the Emotional Intelligence of Groups" in Harvard Business Review, March, pp.81-90.</p>
	<i>Additional Readings</i>	<p>Wenger, E. C. and Snyder, W. M. (2000) "Communities of Practice: The Organizational Frontier", Harvard Business Review, 78(1), pp. 139-145.</p>

