

# 601 Organisational Behaviour

## Introduction

601 ORGANISATIONAL BEHAVIOUR provides the knowledge base for understanding behaviour within organisations. The subject incorporates teachings from multiple disciplines – ideas from political science, economics and information technology are woven into this subject as well as concepts from behavioural sciences, such as psychology, anthropology and sociology. The subject equips students with tools to effectively manage individuals and groups within organisations and offers a better understanding of organisational culture.

### Case studies

Real-life case studies are incorporated into the subject to provide opportunities for students to apply theory into practice in an authentic context. Examples of cases include

Carioggia, G.M. and M.A. Roberto  
*Launching the War on Terrorism*  
 Case #9-303-027  
 Harvard Business School Publishing  
 19 August 2002

Slaughter, K.E., D. Everatt and O. Xiaojun  
*Intel in China*  
 Case #99C007  
 Richard Ivey School of Business  
 18 March 1999

McManus, M. and S. Sucher  
*The Ritz-Carlton Hotel Company*  
 Case #601-163  
 Harvard Business School Publishing  
 20 March 2001

### Who should attend

- Executives wishing to enhance their general management skills
- Human resource practitioners seeking to improve their people management skills
- Managers with inter-functional or cross-border responsibilities

### Learning objectives

Upon completion of this subject, students should be able to

- manage individuals and groups in organisations for maximum effectiveness
- describe, understand and manage formal organisation structures
- develop skills needed to plan for the implementation of change in an organisation
- identify and develop effective leadership skills

### Delivery method

The subject is delivered online over a 12-week period, with an assigned Professor acting as mentor. The class will comprise students from different countries and industry backgrounds. Practical case studies and discussions help to stimulate learning and knowledge exchange, while an examination at the end of the subject will help students review and apply the knowledge and skills learnt.

### Prerequisites

None

### Assessment

Case analyses (team and individual)	45%
Discussion board activities	30%
Final examination	25%

# Syllabus

## Segment 1: Introduction

Students are introduced to the syllabus, the resources and communication tools available within the course.

## Segment 2: Problem Solving

Students are encouraged to develop the ability to effectively identify, analyse and solve problems stemming from social behaviour in organisations. Individual differences in the workplace are discussed, using the "Big Five" Personality Dimensions and the Myers-Briggs Type Indicator. The role of perception and attitude in influencing behaviour is discussed, as well as the importance of communication in tackling conflict. The relationship between motivation, satisfaction and performance is explored, drawing on intrinsic and extrinsic rewards and leading to the Equity Theory and Expectancy Theory.

## Segment 3: People at Work

Students learn to work with and manage groups in organisations for maximum effectiveness. Different leadership styles and the application of those styles to the group setting are explored. Students are encouraged to analyse and critique their own style of management through a Leadership Profile Exercise, which helps them understand the group process and how to manage group conflict. Cross-cultural differences, group dynamics and organisational structure are some of the aspects of team performance explored.

## Segment 4: Managing Groups

Students learn how to use systematic problem-solving and decision-making processes to solve organisational problems related to people, work processes, culture and systems. A four-step problem-solving process is introduced, to help managers identify factors that affect decision-making, as well as how to deal with uncertainty in decision-making. Business ethics and corporate social responsibility, and their increasing relevance in affecting corporate decisions and performance, are also examined.

## Segment 5: Work Structure and Design

Students are introduced to the different components of formal organisations, organisational structure and management processes. Organisational design, including the mechanistic/organic and defender/prospector generic forms, are explored. The systems and processes that deal with an organisation's knowledge management and group linkages are handled by the human resource systems and planning and control systems. Informal forces, such as organisational culture, socialisation and national culture, also play an important role in shaping the organisation. The frameworks to understanding culture, proposed by Kluckhohn-Strodbeck and Hofstede, are examined.

## Segment 6: Managing Change

Students learn about the change process as well as how to identify and overcome resistance to change. A model for implementing change in organisations, the Organisation Congruence Model, is introduced to help students plan for the implementation of a change programme using a systematic process. The role of power and politics in effecting change is discussed, as is the role of leadership and management.

### Required textbook

Champoux, J. *Organizational Behavior: Integrating Individuals, Groups and Organizations* (3rd ed). Ohio: South-Western, 2006.

# Global Faculty

## Subject Author

Professor Lex Donaldson  
University of New South Wales

## Subject Reviewer

Professor James Clawson  
University of Virginia

**U21Global subjects are created by acknowledged experts in their field, usually senior academics who have strong understanding of postgraduate requirements. The subject content is further reviewed by academic specialists who appraise the subject from an independent perspective, ensuring a high-quality, professional product.**

601 ORGANISATIONAL BEHAVIOUR was created for U21Global by **Lex Donaldson**, Professor in the Australian Graduate School of Management, University of New South Wales. His area of specialty is organisational theory and the analysis of organisational structures. Dr Donaldson was awarded the Research Prize for his contribution to the field of organisational behaviour by the Australian Graduate School of Management in 2004. He was rated among the most important contributors to management theory, in a review by the Academy of Management Learning and Education, September 2003. Dr Donaldson has authored five research textbooks as well as numerous academic articles and book chapters used in programmes of leading business schools, such as Harvard and Wharton.

The subject was reviewed by **James Clawson**, Professor of Business Administration at the Darden School of Business Administration, University of Virginia, where he designs and leads courses in leadership, human resource management and organisational behaviour. Dr Clawson previously taught at the Harvard Business School. He has consulted with corporations with issues of organisational design, management development, career management, change management, leadership development and human resource management. He has worked as a functional trainer for Mobil Oil in Japan and as an international banker for Wells Fargo Bank in San Francisco. Dr Clawson is the author of a number of textbooks on leadership and career development, as well as numerous academic articles.

## Professors

**Students' progress will be guided by dedicated Professor Facilitators based around the world. They provide an international perspective and impart knowledge through a wealth of experience in their field of specialisation. Our Professor Facilitators will help students make sense of the information to enable students to transform the information into knowledge and creative solutions.**



Sununta SIENGTHAI

Sununta Siengthai is Associate Professor at the School of Management, Asian Institute of Technology in Bangkok, Thailand. She teaches courses in organisational behaviour and structure, human resource management in multinational companies, performance management, strategic management and comparative industrial relations. Her current research projects and activities focus on the area of human resource management and development as well as industrial relations in the New Economy. Dr Siengthai earned her PhD in Labor and Industrial Relations from the Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign in the US.



Dianne BOLTON

Dianne Bolton is Associate Professor and Academic Leader (Commerce) at Australia's Swinburne University of Technology (Lilydale). Dr Bolton has taught at the Australian Graduate School of Management and Australian National University. She previously held academic positions at the UK's University of Leeds and Huddersfield Polytechnic, as well as Tanzania's University of Dar es Salaam. Dr Bolton has consulting experience in adaptive strategy, organisational development and change management, with a focus on capability building and organisational learning. She received her PhD in Social Science from the University of Birmingham, UK, her Graduate Diploma in Education from the University of Leeds and her Graduate Diploma in Psychology from Monash University, Australia.



Julia GALOSY

Julia Galosy has over 30 years of experience in the areas of change management, human resource management and organisational behaviour. She has worked in organisations like Praxair (formerly Union Carbide Industrial Gases), Shearson Lehman Hutton/American Express and Dun & Bradstreet, where she specialised in change management and organisation development. A former Adjunct Professor at Columbia University and New York University, Dr Galosy holds a PhD in Organization Development from the University of North Carolina.