

HEG Département en Economie d'entreprise

HEIG-VD

Autumn 2014

Organizational Behaviour 2

-Syllabus-

1. Instructor information

Dr. Yu Fu

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2. Course objectives

On completion of this course, students will be able to:

- Implement the knowledge acquired from DHO1 and integrate it in this course
- Identify the source and different forms of power and authority
- Identify the forces that require organisations to change and choose practices for implementing the changes
- Understand leadership theories and examine the key variables that determine the effectiveness of leadership in practice
- Appreciate health and well-being in the workplace
- Be capable of analysing work teams and interpersonal behaviour

3. Course subjects

- Power and mobbing
- Change management
- Leadership, delegation, coaching, discipline, empowerment
- Managing work teams, innovation and creativity

4. Activities

Date	Subjects
16 Sept 2014	<p>Session 1 <i>Power and autonomy</i> <u>Chapter:</u> Dolan 7.2.2, and Robbins 13 <u>Article:</u> Triantafillou, P., 2012, ‘Decentralization as the exercise of power and autonomy: the case of Danish employment policy’, <i>Journal of Political Power</i>, 5(1): 55-71.</p>
23 Sept 2014	<p>Session 2 <i>Power and conflicts</i> <u>Chapter:</u> Dolan 7 <u>Article:</u> Levina, N. and Orlikowski, W.J., 2009, ‘Understanding Shifting Power Relations within and across Organizations: A Critical Genre Analysis: Retracted’, <i>Academy of Management Journal</i>, 52(4): 672-703.</p>
30 Sept 2014	<p>Session 3 <i>Mobbing and harassment</i> <u>Chapter:</u> Robbins 13 <u>Article:</u> Branch, S., Ramsay, S. and Barker, M., 2013, ‘Workplace Bullying, Mobbing and General Harassment: A Review’, <i>International Journal of Management Reviews</i>, 15(3): 280-299.</p>
7 Oct 2014	<p>Session 4 <i>Leadership</i> <u>Chapter:</u> Dolan 8, and Robbins 12 and 17 <u>Article:</u> Krogh, G., Nonaka, I. and Rechsteiner, L. 2012, ‘Leadership in Organizational Knowledge Creation: A Review and Framework’, <i>Journal of Management Studies</i>, 49(1): 240-277.</p>
14 Oct 2014	<p>Session 5 <i>Coaching and mentoring</i> <u>Chapter:</u> Robbins 12 <u>Article:</u> Gentry, W.A., Manning, L., Wolf, A.K., Hernez-Broome, G. and Allen, L.W., 2013, ‘What Coaches Believe are Best Practices for Coaching: A Qualitative Study of Interviews from Coaches Residing in Asia and Europe’, <i>Journal of Leadership Studies</i>, 7(2): 18–31.</p>
28 Oct 2014	<p>Session 6 <i>Managing work teams part 1: diversity in teams</i> <u>Chapter:</u> Robbins 10 and 15 <u>Article:</u> Cheng, C., Chua, R., Morris, M.W. and Lee, L. 2012, ‘Finding the right mix: How the composition of self-managing multicultural teams' cultural value orientation influences performance over time’, <i>Journal of Organizational Behavior</i>, 33(3): 389-411.</p>

4 Nov 2014	<p>Session 7 <i>Managing work teams part 2: creativity and innovation</i> <u>Chapter:</u> Dolan 9.5, 9.6 and 9.7, and Robbins 18 (only pp. 625-627) <u>Article:</u> Fay, D., Borrill, C., Amir, Z., Haward, R., and West, M.A., 2006, 'Getting the most out of multidisciplinary teams: A multi-sample study of team innovation in health care', <i>Journal of Occupational and Organizational Psychology</i>, 79(4): 553-567.</p>
11 Nov 2014	<p>Session 8 <i>Well-being at work</i> <u>Chapter:</u> Dolan 10.1, 10.2, 10.3 <u>Article:</u> Voorde, K.V., Paauwe, J. and Veldhoven, M.V., 2012, 'Employee Well-being and the HRM–Organizational Performance Relationship: A Review of Quantitative Studies', <i>International Journal of Management Reviews</i>, 14(4): 391-407.</p>
18 Nov 2014	<p>Session 9 <i>Work-life balance and accountability for workplace health</i> <u>Chapter:</u> Dolan 10.1, 10.2, 10.3 <u>Article:</u> Marks, A (2010) 'The Professional Status of Massage Therapists: Experience, Employability and Evolution', <i>Journal of Human Resource Costing and Accounting</i>, 14(2): 129 – 150.</p>
25 Nov 2014	<p>Session 10 <i>Work stress</i> <u>Chapter:</u> Dolan 10.4, 10.5, 10.6, and Robbins 18 (section on stress only: pp. 629-641) <u>Article:</u> Miller, G.E., Buckholdt, D.R. and Shaw, B., 2008, 'Introduction: Perspectives on Stress and Work', <i>Journal of Human Behavior in the Social Environment</i>, 17(1-2): 1-18.</p>
2 Dec 2014	<p>Session 11 <i>Organisational culture</i> <u>Chapter:</u> Dolan 11 and Robbins 16 <u>Article:</u> Van Den Berg, P.T. and Wilderom, C., 2004, 'Defining, Measuring, and Comparing Organisational Cultures', <i>Applied Psychology</i>, 53(4): 570–582.</p>
9 Dec 2014	<p>Session 12 <i>Creating ethical and positive organisational culture</i> <u>Chapter:</u> Dolan 11 and Robbins 16 <u>Article:</u> Mathew, J. and Ogbonna, E., 2009, 'Organisational culture and commitment: a study of an Indian software organisation', <i>International Journal of Human Resource Management</i>, 20(3): 654-675.</p>
16 Dec 2014	<p>Session 13 <i>Change management</i> <u>Chapter:</u> Dolan 12, and Robbins 18 (only 610-625) <u>Article:</u> Harkness, J., 2000, 'Measuring the effectiveness of change – The role of internal communication in change management', <i>Journal of Change Management</i>, 1(1): 66-73.</p>

6 Jan 2015	Session 14 <i>Presentations</i>
13 Jan 2015	Session 15 <i>Presentations</i>