

Organisational Behaviour (DHO2)

Course Assessment: HR Case Study

Purpose and Approach

The aim of the group assessment is to apply conceptual frameworks presented in the following two courses: Organisational Behaviour 1 and Organisational Behaviour 2.

The assignment is composed of four parts:

- 1) individual case: learning from your professional experience (part A);
- 2) cross-case analysis: compare your professional experience in a group (3-4 persons); in individual cases search for common themes and identify links with a theory (part B);
- 3) application: understand lessons learned from a cross-case study analysis (part C);
- 4) Oral presentation (part D).

Part A

Individual case study

Purpose:

Create concrete material from practical experience, which subsequently can be analysed by your group members.

Focus:

Professional or leisure (association, sports club, army, etc.).

Circumstances:

Real experience, or as closely witnessed.

Form:

About 3-5 pages of word-processed text; do not write in the first person singular.

Contents:

Describe key facts, without adding your personal assessments and analyses; demonstrate maximum objectivity in the narrative; put yourself in the place of a reader who needs to get a good understanding of the situation.

Confidentiality:

Change the names of individuals and institutions or companies, as well as of locations.

Outline:

The situation

EOGI analysis:

1. **E**nvironment (region, era, economic situation, etc.)
2. **O**rganization (economic sector, production domain, size, stage of development, for example)
3. **G**roups
4. **I**ndividuals (s) (job function, age, seniority, prior experience, for example)
5. Critical events (actions and reactions of the protagonists; cause & effect) and questions (3-5) to guide the reader's analysis and reflection.

Approach:

- Submit the case to yu.fu@heig-vd.ch on the due date; delay will be penalized (see assessment table below).

- You will get a brief feedback on the case and eventual request for modifications, improvements in order to guide cross-case analysis.

Part B

Cross-case analysis: group work (3-4 individuals)

Organisation:

You will be assigned to a group based on related subjects as were presented in Part A.

Purpose:

Cross-case analysis based on emerging similarities. Also, search for differences while justifying them in light of dominant similarities (e.g. refer to the EOGI analysis).

Objectives:

- Identify key themes as emerged in the cross-case analysis (seek similarities, and eventually justify differences).
- Analyse the problems: investigate the causes and effects.
- Identify key issues: constraints, responsibilities, autonomy of key actors etc.
- Identify links with theoretical concepts; refer to concepts seen in DHO 1 and OB2/ DHO2.

Deliverable:

- Each group writes a summary of the group's report.

Form:

- Document of 4 to 5 pages (Word).
- The document (on paper) is submitted to yu.fu@heig-vd.ch.
- Delay will be penalized (see assessment table below).

Outline:

- 1) Description:
 - Brief summary of the cases; refer to the EOGI analysis.
- 2) Analysis
 - Refer to cross-level analysis (EOGI model) to identify key issues, problems, actions and solutions
- 3) Conceptual framework.
 - Develop links between analysis and theory.
- 4) Summary and conclusion

Part C

Power point: slides & notes

Purpose:

- Lessons learned from the single and cross-case analysis:

- What have you personally learned?
- What would you have done differently?
- Lessons learned for your colleagues.

Objectives:

- Identify the specific lessons of single- and cross- case analysis.
- Lessons learnt for you and others.
- Provide tools and concrete solutions to problems.

Format:

- PowerPoint that will be presented in class (Part D) together with detailed notes on 17th of June 2014.
- Max. 15 slides; printed copy to be handed in before the last class (Part D).

Outline:

- Brief presentation of cases and their settings

- Lessons that can be taken from the cases
- Grid and analysis tools (grid, checklists) that can be generalised
- Links with elements of theory under study
- Conclusion

Part D

Oral presentation:

Presentation:

Duration: 20 minutes per group, consisting of two parts:

1) Presentation (15 min.),

2) Q&A session (5 min.).

- All group members must participate in the presentation.

- Participation of all group members compulsory to get a credit; absence will be penalized.

Assessment

- Part A will be evaluated on individual basis. In contrast, all the members of a group are awarded the same points for sections B, C and D.
- Assessment criteria and respective weights, are presented in the table below.

A) Individual Case 15 pts.	Content	Facts clearly expressed, clear ideas, events well- described	5
		examples illustrated	2
		objectivity	2
	Form	style, language, spelling	2
	Questions	relevancy	2
	Compliance with instructions		2
B) Case Analysis (14 pts.)	Content	Clarity of identified themes, pertinent links between the cases, constraints and actors' responsibilities	6
		relevant links between cases and theory	4
	Form	style, language, spelling	2
	Compliance with instructions	especially page limits	2
C) Documentation of lessons learned (14 pts.)	Content	Clear, logical outline respected	4
		number and variety of lessons learned	4
		quality and relevancy of lessons learned (major themes, clear ideas, relevant links to theory, adequate commentary)	6
D) Presentation (7 pts.)	Form	Quality of the presentation, originality, spirit of synthesis	3
	Document quality	illustrations, graphics	2
	Compliance with instructions	especially length	2

Deadlines for the course assessment

Dates	Contents
23.00 on 13 th October 2014	Part A: individual case
23.00 1 st December 2014	Part B: cross-case analysis
6 th January 2015	Part C&D (Group A)
13 th January 2015	Part C&D (Group B)