

Organizational Behavior in Practice

March 12-15, 2018

Lecturer

Dr. Tomas Farchi (Associate Professor for Organizational Behavior, IAE Business School, Universidad Austral, Argentina; Associate Fellow, Saïd Business School, University of Oxford, United Kingdom).

Course objectives

This is a Bochum International Summer School course that introduces theoretical and empirical research in organizational behavior 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 behavioral dynamics in organizations.

Course content

This course aims to delve into the impact of three determinants of organizational behavior: 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, analyzing 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 behaviors.

Prerequisites

All the concepts that are used in the course will be defined, explained, and discussed during the course.

Instructional methods

Lectures, case discussions, group presentations, and general discussions.

Assessment

Assessment will comprise one quiz (a short written test) at the end of the fourth day. In addition, there will be class presentation on essential readings for each day.

Time schedule

8 hours of teaching per day, (an hour lasts 45 minutes), with one morning break and a lunch break.

Course daily schedule:

Monday March 12th: From 8:30hs to 15:30hs
Tuesday March 13th: From 8:30hs to 15:30hs
Wednesday March 14th: From 8:30hs to 15:30hs
Thursday March 15th: From 8:30hs to 15:30hs

Session #1: Motivation

Essential Readings:

Nohria, N., Groysberg, B. and Lee, L. E. (2008) "Employee Motivation", Harvard Business Review, 86(7/8), pp. 78-84.

Kerr, S. (Feb 1995) "On the folly of rewarding A, while hoping for B", Academy of Management Executive, 9 (1), pp. 7-14

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.).

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.

Meyerson, D. and Scully. (1995) 'Tempered Radicalism and the Politics of Ambivalence and Change', Organisational Science, 6 (5), pp 585-600.

Additional Readings:

Steel, P., König, C. J. (2006) "Integrating theories of motivation", Academy of Management Review, 31(4), pp. 889-913.

Ellemers, N., De Gilder, D. and Haslam, S. A. (2004), "Motivating individuals and groups at work: a social identity perspective on leadership and group performance", Academy of Management Review, 29(3), pp. 459-478.

Session #2: Interpersonal Relationships

Essential Readings:

Goffman, Erving (1959) "The presentation of Self in Everyday life" (Introduction and Conclusion chapters only). Penguin, London

Harvey, J.B, “The Abilene Paradox: The Management of Agreement”, in Classic of Organizational Behavior (2001), Natemeyer, W.E. and McMahon, J. Timothy.

Hersey, p., Blanchard, k., Natemeyer, W. “Situational leadership and power”, in Classic of Organizational Behavior (2001), Natemeyer, W.E. and McMahon, J. Timothy.

Hall, Jay (1973) “The Johari Window” (Originally entitled “Communication Revisited”, The California Management Review, 15 (3)

Gouldner, Alvin W. (1957) “Cosmopolitans and Locals: toward an analysis of latent social roles”. Administrative Science Quarterly, 2 (3), pp 281 – 282.

Additional Readings

“What Your Leader Expects of You” Bossidy, L. (HBR article, 2007)

Session #3: Team dynamics and identity

Essential Readings:

Katzenbach, J. R. and Smith, D. K., 1993. “The discipline of teams”, Harvard Business Review, 71 (2), pp 111-120.

Wageman, R., Summer 1997. “Critical success factors for creating superb self-managing teams”, Organizational Dynamics, 26 (1), pp. 49-61.

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.

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.

Druskat, Vanessa Urch and Wolff, Steven B. 2001. “Building the Emotional Intelligence of Groups” in Harvard Business Review, March, pp.81-90

Additional Readings

Ancona, Deborah, Bresman, Henrik, and Kaeufer, Katrin. 2002. “The Comparative Advantage of X-Teams” in MIT Sloan Management Review, Spring. 33-39

Levine, J. and Moreland, R. (1998) ‘Small Groups.’ Chapter 26 (pp143-160) in Gilbert, D., Fiske, S., and Gardner, L. (eds) The Handbook of Social Psychology vol 2, New York: Oxford University Press.

Session #3b: Team challenges

Essential Readings

Barker, J.R. (1993) 'Tightening the Iron Cage: concertive control in self-managing teams', *Administrative Science Quarterly*, 38 (2), pp 408-437.

Sinclair, A. (1992) "The tyranny of a team ideology", *Organization Studies*, 13 (4), pp. 611-626.

Stasser, G. & Titus, W. (1985) Pooling of unshared information in group decision making: biased information sampling during discussion. *Journal of Personality and Social Psychology*, 48, 1467-1478.

Additional Readings

Brett, J. and Behfar, K., Kern, M. C. (2006) "Managing Multicultural Teams", *Harvard Business Review*, 84(11), pp. 84-91.

Larson, J., Abbott, A. S. & Franz, T. M. (1996) Diagnosing group: charting the flow of information in medical decision-making teams. *Journal of Personality and Social Psychology*, 71, 315-330.

Session #4: Organizational structure

Essential Readings

Oxman, J. A. and Smith, B. D. (2003) "The Limits of Structural Change", *MIT Sloan Management Review*, 45(1), pp. 77-82.

Child, J. (1973) "Predicting and Understanding Organization Structure", *Administrative Science Quarterly*, 18(2), pp. 168-185.

Hall, R.H. (1991) *Organizations: structures, processes, and outcomes* (6th ed.), read chapter 4. Prentice-Hall.