**Module 1 The Basics of Organisational Behaviour   
 and its Relation to Management** 1/1

- Why Managers Need to Understand Organisational Behaviour and its Theories

- Values: The Building Blocks of Individual Differences , The Study of Personality and Employees’ Personal Traits

- The Crucial Role of Job Satisfaction & Developments in the Study of Employee Work Attitudes – Organisational committment

**Module 2 Stress and Well-Being at Work** 2/1

- Introduction to Stress and Well-Being at Work , Understanding Job Stress and its Components , Causes and Consequences of Stress

- Individual Approaches to Managing Stress & Organisational Programmes of Wellness and Job Stress Management

**Module 3 Contemporary Theories of Motivation** 3/1

- Content Theories of Motivation & Process Theories of Motivation & Cultural Differences in Motivation

**Module 4 Organisational Control and Reward Systems** 4/1

- Performance management methods/Processes & 2 Goal-Setting and Management by Objectives (MBO)

- Rewards and Reward Systems -4 Components of Executive Compensation , Comparison of Company Pay Practices , Individual and Group-Based Reward Systems

**Module 5 Job Design and Employee Reactions to Work** 5/1

- Approaches & Understanding Job Design

- Making Use of Job Design for Individual Employees & Team Approach to Job Design

**Module 6 Understanding Work Group Dynamics and Group-Based Problem Solving** 6/1

- Describing Work Groups and their Characteristics, Work Group Composition, Cohesiveness and Norms &: Work Group Development and Decision- Making

- Guidelines for Managing Groups, Decision-Making in Teams: Deciding on the Extent of Participation & Work Groups in Competition and Conflict

**Module 7 The Influence Processes in Organisations:   
 Power, Politics, Leadership and Entrepreneurship** 7/1

- Types and Examples of Power , & Uses and Abuses of Power: Playing Politics

- Leadership

- Entrepreneurship

**Module 8 Organisational Design and New Forms of Service-Driven Organisations** 8/1

- Organisational design, Organisational Structure: Understanding the Basics

- Responsive Organisation, Drivers of Growth in Customer Service & Organising Principles of Service Quality & Creating a Service-Driven Organisation

**Module 9 Managing Transitions: Organisational Culture and Change** 9/1

- Organisational Culture: Its Meaning and Relationship to Successful Strategy, Organisational Life-Cycle Theory

- Organisational Change & Methods of Change in Organisation Development

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| EXAM DATE | ESSAY 1 | ESSAY 2 | ESSAY 3 |
| December 2011 | Your organisation has gone through a period of downsizing following the global credit crunch. The organisation is still profit-making, but a recent and extensive consultancy report has identified that employee engagement has reached a very low point. You have been asked by the corporate Board to identify actions that managers can take to address this issue. What would you advise that managers can do to enhance work-related attitudes? | As part of the team-briefing system in operation in your company, your team of highly qualified technical managers have said that they are disillusioned by the organisational approach to managing conflict in the work-place. Currently, they feel that senior managers ignore conflict as an issue and imply that it does not impact on the delivery of key objectives. Your senior manager has given you permission to trial a different way of working with conflict. From your understanding of OB, what would you do? | You are a partner in a medium-sized professional consultancy organisation. In the past year, the mission of the organisation has been changed from a concentration on delivering consultancy reports to providing implemented solutions to client problems. It is generally accepted that to fully achieve this shift in focus there needs to be a much more entrepreneurial approach to problem solving. Some of the other partners have heard this described as encouraging ‘intrapreneurial’ behaviour. You have been asked, having just completed your EBS MBA, to advise what the organisation needs to do next. What would you advise? |
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| June 2010 | You have just completed your MBA and at a review meeting with your boss you have been told that you do not make best use of the power you have available to yourself in the organisation. This is now seen as the main barrier to you being promoted into a general managerial post. You have committed yourself to reviewing personal and organisational sources of power with a view to being promoted. Provide an outline of what you should consider in a personal action plan. | As part of the annual appraisal round, one of your best performers tells you that he is thinking about leaving the organisation. Through discussion it becomes clear that he feels his current job offers few challenges. It doesn’t require him to apply the full range of skills that he has, and he doesn’t feel he can take many decisions. What can you do to try to keep this valuable worker? What practical problems might you face in implementing your solutions? | The medium-sized company that has just employed you has a very traditional pay system in which staff are primarily rewarded with more money after longer years of service. The CEO has recognised that this restricted form of rewarding people is no longer appropriate for the industry and wants to understand what other options he might implement. Based on your understanding of OB, identify the options that are available and discuss their implications? |
|  | MOD 7 POWER | MOD 5 JOB design | MOD 4 REWARD SYSTEM |
| December 2009 | Your company has been experiencing a high and increasing level of staff turnover that is much greater than your competitors in the industry. Following an analysis of exit interview data, it is clear that, while your company is not the best payer in the industry, the reasons that most people give for leaving have nothing to do with pay (indeed many are leaving to take lower paid jobs outside the company). Leavers are saying they don’t feel part of a team7, don’t feel that the company recognises a job well done, don’t feel that promotion is a real possibility, don’t feel that rewards are fairly distributed and don’t think their skills are being used effectively. The HR Director has asked you to give some thought to what is going wrong and how the company could improve. From your knowledge of OB, what are you going to advise? | A consultant has reported that the reason for your company’s failure to deliver at the strategic level is that people in the organisation do not see a link between what they do on a day-to-day basis and the company plans. After a further internal survey was carried out, an additional problem has been identified that people do not know whether they are doing a good or a bad job. The Strategy Director has asked you to investigate what systems the company could put in place to remedy these problems. From your understanding of OB, what are you going to recommend? | At a meeting with your CEO the main worry that the Board has identified is that decisions are being taken at too high a level in the current functional structure of the organisation. It is suggested that the organisation needs a new structure to overcome these problems and from your knowledge of OB, the CEO wants your advice. What does the CEO need to consider? |
|  | MOD 3 MOTIVATION  MOD 1 JS  MOD 4 REWARDS | MOD 5 JOB DESIGN  MOD 4 PERFORMANCE | MOD 8 ORG DESIGN – LINE SIGHT  MOD 4 PERFORMACE- MBO  MOD 9 CHANGE |
| June 2009 | As part of your completion of an annual appraisal exercise with your team you identify that two of your staff have very different personalities that impact on how they believe that they can manage their careers in the organisation. One has the view that there is nothing that can be done at the individual level whereas the other feels that their future is in their own hands. Based on your understanding of OB concepts, how would you manage these two staff members differently to ensure that their future careers are maximised to the benefit of the organisation? | Your organisation has just posted the worst annual report in its history, including the largest loss overall. Your CEO has been quoted in the press saying that as a direct result of this loss the company will enter into a period of reorganisation to ensure that savings can be made to help to address the issue. What organisational design concepts would help the CEO to do what he says? | You have been appointed to a programme management job in your organisation, overseeing a number of project teams each led by a different project manager. As part of the job handover by the previous programme manager, you have been advised that it appears that a number of the project teams are not operating to their full potential. What team issues would you want to explore in trying to help the project managers to create and maintain high performance teams? |
|  | MOD 1 LOC INTERNALISERS/ EXTERNALISERS  MOD 3 MOTIVATION | MOD 8 ORG DESIGN- DOWNSIZING/ DELAYERING  MOD 9 ORG CHANGE | MOD 6 TEAMS, NFSP, SDT |
| December 2008 | Your organisation, over the last year, has been through a process of organisational redesign. As part of this process the number of managers has been substantially reduced, the company has moved from a functional design to a mixed product, territorial design and there have been moves to delegate more responsibility down to those functions closest to the customer. However the Board feels that, while what has been done so far has been successful, there is still work to be done at the job design level in the organisation. Focus groups held as part of change evaluation have indicated that employees generally feel low job satisfaction and are unhappy with the level of job challenge that they now experience. How can the organisation change this situation? | You are a newly appointed middle manager in a government department that has been organised along the lines of a private sector organisation, with the leadership of a CEO. Individual assessment of job performance has never been a facet of organisational life in the organisation but you have been asked by the CEO to consider the advantages of such systems and how they might be implemented. What are the options that the organisation might adopt and what are the difficulties that might be experienced in their adoption? | Following your successful implementation of a number of recent computer projects, you have been appointed as the project manager for a new, high profile project that will deliver a key customer interface programme. You have been given a wide remit to effectively define the budget for the project and have been given Director level status and access to the Board for the duration of the project. Having been in post for a month, you and your team have identified that there is severe resistance within customer facing groups in the organisation to co-operating with your team to do the initial design work that will lead to an effective solution. From your understanding of OB, what can you do about this situation to ensure a successful outcome? |
|  | MOD 5 JOB DESIGN  MOD1 JS | MOD 4 PERFORMANCE | MOD 7 POWER, LEADERSHIP  MOD 9 CHANGE |
| June 2008 | The founder, past CEO and current chairman of your organisation has just died. The current CEO has decided that now would be the ideal time to change the culture of the organisation that had been created by the well respected but deceased chairman from the day the organisation was founded. The key change the CEO wants to see happen is for a shift from a rather old fashioned family company culture to the organisation being seen as a leader in service provision. What are the key things that the organisation needs to do to ensure that the culture change is effective? | Your organisation has standard systems in place that manage individual relationships within the organisation. This means that everyone is treated in the same way regardless of their individual differences. As a newly appointed Director in your organisation, you have decided that you want to apply your understanding of individual differences, from the OB text, to the operation of your directorate. How would the application of that understanding affect the way that your directorate is managed? | Your organisation has just been taken over by a United States based corporation and the new owners are setting up a number of teams to manage the changes that they want to implement in your organisation. The team that you have been appointed to is the one that has been tasked to design and implement team based reward systems across the organisation and to move away from existing, wholly individually based, reward systems. Your team knows that you have some knowledge of this subject area from your OB studies and they have asked you to brief them on what you know. What will you tell your team? |
|  | MOD 8 ORG DESIGN- SEVICE DRIVEN  MOD 9 ORG CHANGE - CULTURE | MOD 1 LOC, PERSONALITES, TRAITS  MOD 3 MOTIVATION  MOD 4 REWARD | MOD 4 REWARDS  MOD 9 CHANGE |
| December 2007 | As part of your new job in the HR Department of your organisation you have been given the task of managing the latest intake of new graduates into the company for the first two weeks prior to their appointment to their full time posts. The organisation is obviously happy with the technical qualifications of these new staff but you have been tasked to ensure that they fit in with the way things are done in your organisation. From your understanding of OB, what are the things that the company should ensure happen with these new employees in this two-week period? | Your organisation has identified, through exit interviews, that the major reason for people leaving the company is dissatisfaction with the current reward policy that in essence pays individuals more the longer they have been employed. In addition, the latest employee satisfaction survey of people currently employed also identifies reward as being the area of most concern. From your knowledge of OB, what are the key changes that you could consider making to create a more effective reward strategy? | One of your most effective team members has been off sick for the last six weeks with a stress-related illness and is due to return to work next week. You have been invited to a meeting with your Human Resources Director to discuss how the organisation should ensure that the individual is reintegrated into the organisation. As part of your preparation for that meeting you have reviewed your OB text. What are the key things you would want to discuss with the HR Director? |
|  | MOD 9 HOME PROCESS  MOD 1 JS/ COMMITMENT  MOD 6 TEAM | MOD 4 REWARD SYSTEM  MOD 9 CHANGE | MOD 2 STRESS |
| June 2007 | Following completion of your MBA, you start work as a lecturer in a Post-School college and one of the lectures you are expected to give to your students is on the subject of motivation theory. Which key theories would you include in such a lecture and how would you relate them to the realities that your students would face in their working lives (one group is looking forward to a military career while another is aiming for a career in the finance services sector)? | Your organisation has just completed the annual appraisal of employee performance using an Absolute Standards system. A number of employees have complained that the system is unfair and that they do not feel that supervisors are applying the standards consistently. Following a meeting with the HR Director, you have been asked to summarise what might be going wrong with the current system and to define alternative systems that the organisation would find more effective. What would you include in your response? | As part of your fast track development programme you have been given a project to revitalise Leadership in your organisation. The Board has identified that although the organisation has 3000 managers (across a flat hierarchy of 5 layers from junior managers to the Board), the employees, (based upon the last two employee attitude surveys) do not feel managers are effective leaders. You have been given a budget of £1.5M (£500 per manager) to come up with a solution. You have been asked to attend a Board meeting in 3 hours time to discuss possible actions. From your understanding of Leadership theory in OB, what points do you think the Board need to understand before the project starts? |
|  | MOD 3 MOTIVATION | MOD 4 PERFORMACE APPRAISAL | MOD 7 LEADERSHIP  MOD 9 CHANGE |
| December 2006 | You are the mentor to a newly appointed manager in your company, leading an experienced and high performing team, and she has asked that you spend some time talking to her at your next meeting about how she can influence people in the organisation to help her meet her own and team objectives. From your understanding of OB, what are you going to advise her to think about? | Your company has experienced a significant increase in staff turnover rates dating from the introduction of a new incentive system three years ago. The new system has resulted in substantial pay increases for the top 5% of performers, but informal information suggests that stress levels have increased while productivity per employee has actually fallen. It also appears that Job Satisfaction has decreased. Your CEO does not understand what has been happening but has asked you to analyse the situation using OB concepts. What do you see are the key issues from an OB perspective? | A consultant has reported that the effective adoption of self-directed teams in your organisation is highly variable. In the production department, they are achieving their expected tasks effectively and efficiently. However, in the marketing department, they are failing to meet their targets, seem to be forever arguing, and complain that they don’t understand what is going on in other teams. The consultant offers his opinion that the main problem is to do with group development but your senior manager thinks there might be wider problems. From an OB perspective, how would you advise your senior manager to proceed from here |
|  | MOD 7 POWER  MOD 7 IMAGE OF SUCCESS  MOD 6 TEAM,  MOD 7 LEADERSHIP | MOD 1 JS  MOD 3 STRESS  MOD 4 REWARD | MOD 6 TEAM  MOD 4 REWARD  MOD 8 ORG DESIGN |
| June 2006 | As a newly appointed manager to a long established company, and as part of your induction process in visiting a full range of the Functional Departments in the company, you include in your induction debriefing with your Director comments to the effect that you felt that jobs have evolved rather than having been designed. After thinking about your comments, the Director asks you to produce a report on what the company could do to redesign jobs in a way that would create a more effective work force. From your understanding of OB, what would you include in your report? | Your senior manager in a high technology company has noticed an increasing incidence of individuals using their power for their own gain rather than for the overall good of the company. His position in the company means that, with access to the Board and most of the senior managers below Board level, he feels that this problem is something he wants to address with his peers and the Board. Having supported your MBA studies, he asks you to produce a briefing paper describing what might be going on from an OB perspective. What would you include in your briefing paper? | You have just created a new, high-powered team of graduates to help your company deliver an innovative solution to a production problem that has been losing your company significant amounts of money for some years. The production problem has been tackled by a number of teams previously but to no lasting improvement – the Board wants your Team to create a permanent fix. How are you going to manage your direct team and the interfaces with the production managers and operatives? |
|  | MOD 5 JOB DESIGN  MOD 4 PERFORMANCE – MBO  MOD 9 CHANGE | MOD 7 POWER- ABUSES | MOD 6 TEAMS  MOD 7 POWER  MOD 9 CHANGE |
| December 2005 | You are managing a very cohesive work team that is nonetheless beginning to fail in delivering its objectives. As the team has been effective in the past, you want to involve them in looking into and solving this problem. As the team leader, and from your knowledge of OB, what are the key issues that the team need to address? | As the senior IT manager of your company, you are coming to the end of the design phase for a major change in how computing is used within the company to deliver customer requirements. You are aware that several companies in your sector have failed to effectively introduce similar systems in the last couple of years, but you are confident that the design your people have created makes your system a much superior one. Through your study of OB, it has become clear to you that there needs to be a managed process for implementing such a system. What actions can help to ensure that effective implementation happens? | Your Strategic Business Unit has gradually introduced the concept of self-directed teams over the last 18 months, but it has become clear that the Unit is not making the gains that might have been expected. A Consultancy report has highlighted that a key issue with the people in the Unit is that they are finding it hard to feel rewarded for Team effort by the individualistic reward structure that is company standard. How can you effectively redesign the reward system to overcome this problem? |
|  | MOD 6 TEAMS  MOD 7 LEADERSHIP | MOD 9 CHANGE | MOD 4 REWARD  MOD 6 TEAMS  MOD 3 MOTIVATION |
| JUNE 2005 | MOD 1 JOB COMMITMENT | MOD 3 MOTIVATION | MOD 4 PERFORMANCE- MBO |
| DEC 2004 | MOD 8 ORG DESIGN | MOD 6 TEAMS | MOD 8 MOD 9 |