SYLLABUS 2025-2026
Organisational Behaviour and Management

MODULE SPECIFICATION

Module Code	2526_RHO_1_EN_017
Campus	Oxford
Department(s)	HR and Organisations
Level / Semester	Undergraduate Year 3 (U3); Equivalent to FHEQ level 6 Semester 06
Language of Instruction	English
Teaching Method	☒ In-person (face-to-face) ☐ Distance learning (live online) ☐ e-Learning (asynchronous) ☐ Hybrid: _____
Pre-requisite(s)?	U2 – Sociology and Organisational Theories
ECTS *Reminder: 1 ECTS = between 20 and 30hr- student workload*	4
Equivalent FHEQ credits	8
Study Hours	80 hours which comprise of 30 directed learning and 50 independent learning/assessment hours

MODULE DESCRIPTION

Module Aims	This module investigates organisational dynamics and the psychological factors influencing performance. Students examine behaviour theories, cognitive biases, and workplace interactions to diagnose and resolve challenges. Emphasis is on designing evidence-based strategies to improve individual and team effectiveness within organisational structures.

Teaching Arrangement	Class sessions will involve videos, case studies, discussions and debates. Students are expected to apply learning from readings directly to analyse case studies in small groups. Students are encouraged to participate actively in class discussions and case study analysis. They are encouraged to develop critical thinking and to question practices in light of ethical conduct. Reading is the responsibility of all students. Students are required to read the indicated chapters of the textbook and materials before class. They should be prepared to raise questions and arguments during discussions and the analysis of cases.
Learning Outcomes	By the end of this module, students should be able to: 1. Analyse organisational behaviour theories and frameworks to assess their impact on individual and collective performance. 2. Apply critical thinking skills to evaluate and address organisational behaviour challenges in diverse workplace contexts. 3. Assess the role of personal interpretations and cognitive biases in shaping workplace interactions and decision-making. 4. Design and implement evidence-based solutions to enhance individual and team performance within organisational structures.
Competency Goals *(Knowledge, expertise and interpersonal skills)*	PGE_U_CG01 - Manage teams
	PGE_U_CG03 - Develop and implement the marketing and sales strategy
	PGE_U_CG05 - Innovate to adapt to its environment
Alignment with Programme Learning Goals	PGE_U_CG03_LO01 - Analyse macro environment, benchmark and develop marketing strategy
	PGE_U_CG05_LO04 - Develop decision-making support tools

SESSION TOPICS / MODULE SCHEDULE

(Please note, a session/sequence may be more than one scheduled class)

Session 1: Introduction
Content:
- Introduction to the module and key concepts:
  - Organisation
  - Management
  - Organisational behaviour
  - Level of analysis

- Read: Bauer, T. and Erdogan, B. (2015) *Organizational behavior*. Irvington, NY: FlatWorld. (Chapter 1)

Session 2: The Individual Level
Content:
- Personality and inter-individual differences
- Motivations
- Psychological contract
- Organisational justice
- Emotions

Assignments:
- Read: Bauer, T. and Erdogan, B. (2015) *Organizational behavior*. Irvington, NY: FlatWorld (Chapters 3-7)
- Answer questions for review
- Prepare for in-class case studies

Session 3: Group Level
Content:
- Foundations of group behaviours
- Understanding work teams
- Team development stages
- Interpersonal communication

Assignments:
- Read: Bauer, T. and Erdogan, B. (2015) *Organizational behavior*. Irvington, NY: FlatWorld (Chapters 9-12)
- Answer questions for review
- Prepare for in-class case studies

Session 4: Power, Politics, Organisational Culture
Content:
- Organisational culture
- Power and politics

Assignments:
- Read: Bauer, T. and Erdogan, B. (2015) *Organizational behavior*. Irvington, NY: FlatWorld (Chapters 13 and 15)

Session 5: Organisational Structure and Change
Content:
- Formalisation
- Departmentalisation
- Structure

Assignments:
- Read: Bauer, T. and Erdogan, B. (2015) *Organizational behavior*. Irvington, NY: FlatWorld (Chapter 15)
- Answer questions for review
- Prepare for in-class case studies

KEY TEXTS

1. Bauer, T. and Erdogan, B. (2015) *Organizational behavior*. Irvington, NY: FlatWorld.

SUPPLEMENTARY TEXTS

1. Baruel Bencherqui, D., Bazin, Y. and Janand, A. (2018) 'Chronique: The psychological contract 30 years after. Retrospective and future vision with Denise Rousseau', *Revue de gestion des ressources humaines*, 110(4), pp. 54–62. doi:10.3917/grhu.110.0054.
2. Budworth, M.-H., Harrison, J.A. and Chummar, S. (2019) 'Beyond feedback: Understanding how feedforward can support employee development', *Journal of Management Development*, 38(1), pp. 46–57. doi:10.1108/jmd-12-2017-0402.
3. Weick, K.E. (1993) 'The collapse of sensemaking in organizations: The Mann Gulch Disaster', *Administrative Science Quarterly*, 38(4), pp. 628–652. doi:10.2307/2393339.

MODES OF ASSESSMENT

Continuous Assessment (40%)	Case study	20%
	Group presentation	20%
Final Exam (60%)	Closed book written exam	

MODULE DESIGN TEAM

- Author: *Jean Pralong*
- Reviewer: *Hendrik Lohse*
- External Reviewer: *John Mariampillai*