Session: One

Lecturers: Dr. Alexandra Beauregard
Prof. Jacqueline Coyle-Shapiro
Department of Management
London School of Economics

Class Teachers: Ms. Esther Canonico (PhD candidate, Department of Management)
Ms. Satkeen Azizzadeh (PhD candidate, Department of Social Psychology)

Prerequisites: None. Some knowledge of psychology or management is recommended.

AIMS OF THE COURSE

1. to introduce students to psychology theories and research at individual, group and organisational levels
2. to help students understand organisational behaviour and management practices by examining psychological principles
3. to facilitate a critical evaluation of organisational practices and their impact on work behaviours, attitudes and performance

Learning Outcomes:

1. To understand the main theories of Organisational Behaviour
2. To be able to analyse how these theories and empirical evidence can help to understand contemporary organisational issues
3. To apply theories to practical problems in organisations in a critical manner

For example, we will address the following questions using psychological theories:

Lecture 1: Personality and Individual Differences
- How does personality affect employee attitudes and job performance? Should organisations use personality tests to decide whether to hire job applicants?

Lecture 2: Perception, Cognition and Decision Making
- How do biases arise in decision making? What happens when our attitudes are not consistent with our behaviours? How do attributions for people’s behaviours influence decision making?

Lecture 3: Emotions and Stress
- What impact do employee emotions have on important organisational outcomes? What is emotional labour, and what are its repercussions? Does job stress always have negative consequences for employees?
Lecture 4: Employee-Organisation Relationship
- What types of relationships do organisations want with employees? What factors affect whether employees become highly committed to their organisation? Do employees want more than tangible inducements from their organisations? Do supportive organisations lead to more highly committed employees? Do organisations break promises to employees? Does it matter if they do?

Lecture 5: Motivation in Organisations
- Why do individuals work? How can employees be motivated to higher levels of performance? Is pay an effective motivator?

Lecture 6: Justice – Employee Performance and Counter Performance
- What is justice/fairness? Why is justice important to individuals? Is fairness equally important to all employees? What explains why some employees go beyond the call of duty and engage in citizenship behaviour? What forms does revenge take in organisations, and what are the explanations for such behaviour? How do employees cope with unfairness in organisations?

Lecture 7: Group Dynamics and Teams
- How do group norms develop in groups? Why do individuals conform to group norms? What are cohesive groups and are cohesive groups better than diverse groups?

Lecture 8: Power – Uses and Abuses
- Where does organisational power come from? Why do some supervisors abuse their power? What are the consequences on employees’ well-being and behaviour? What factors predict petty tyranny in organisations? In what ways does a victim’s behaviour contribute to their victimisation?

Lecture 9: Organisational Culture and Creativity
- How does organisational culture develop? What does creativity and innovation look like in organisations? How can organisations encourage creativity? How does organisational culture influence behaviour in organisations and organisational performance?

Lecture 10: Organisational Ethics and Corporate Social Responsibility
- What is ethical decision making? What factors inhibit or facilitate ethical decision making in organisations? Can organisations take steps to ensure that ethical decisions are made? Why do organisations engage in corporate social responsibility? How important is CSR for employees?

Lecture 11: Leadership
- Is there one best leadership style? How important is ‘followership’? Do men and women have different leadership styles?

Lecture 12: Diversity – Discrimination and Exclusion
- Why does discrimination take place in work organisations? What does it mean to be “excluded” at work? What are the consequences of discrimination and exclusion for individual workers, and for organisational performance?

The approach taken in this course will expose students to psychological theories that will enable students to gain insight into behaviour in organisations. The use of case studies will provide students the opportunity to apply theories to real life organisational issues and analyse the contributions and limitations of relevant theories. The course is ideally suited to those who wish to develop a critical understanding of human behaviour in organisations.
COURSE STRUCTURE
36 lecture hours
12 class hours
2 examination hours

TEACHING AND LEARNING
The format of the course is a combination of lectures, case discussions and readings. We will be using the following teaching methods:

i) Lectures

ii) Readings from textbook and supplementary readings

iii) Case studies (video and hardcopy)

CLASS AIMS
Class sessions will be devoted to the analysis of a case study or the discussion of a class question, which will permit students to exercise their critical judgment in terms of the theories as they apply to understanding behaviour in organisations. Students are expected to actively participate in class discussions to facilitate their learning and that of their classmates.

REQUIRED COURSE READING
The course will use one required textbook:


Students will be supplied with ‘recommended’ readings on the first day of lectures. They will also receive lecture slide material and case studies prior to each relevant session.

METHOD OF ASSESSMENT
The grades for the course will be computed from the components as follows:

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Essay</td>
<td>30%</td>
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<tr>
<td>Final Exam</td>
<td>70%</td>
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Class Participation
Full preparation for each class is essential. On Day One we will discuss how students will need to prepare for lectures and classes.

Essay
A 1000 word essay based on the first week’s work will constitute 30% of the assessment. Essay titles will be distributed on Friday 11th July, Day 5. Completed essays will be due on Friday 18th July (Day 10). Students will receive their marks and feedback the following week.

Final Examination
Students will be required to sit a 2 hour final examination on Friday 25th July. Details of the final exam will be discussed on the first day.
WEEK ONE

Day 1 – Lecture 1: Introduction to the Course, and Personality (Dr Alexandra Beauregard)

The lecture will introduce students to the study of organisational behaviour, and provide an overview of theories of personality. Issues related to measuring personality will also be discussed.

Reading:

Greenberg Chapter 4: Individual Differences


Supplemental reading:


Day 2 – Lecture 2: Perception and Decision-Making (Dr Alexandra Beauregard)

The lecture will describe different models of decision making in organisations, and provide an overview of various cognitive ‘shortcuts’ used by decision makers.

Reading:

Greenberg Chapter 10: Decision-Making in Organizations


Supplemental reading:

Day 3 – Lecture 3: Emotions and Stress (Dr Alexandra Beauregard)

The lecture will examine the impact that emotions can have on important organisational outcomes such as satisfaction, tenure and performance. The prevalence and repercussions of work stress will also be discussed.

Reading:

Greenberg Chapter 5: Coping with Organizational Life: Emotions and Stress


Supplemental reading:


Day 4 – Lecture 4: Employee-Organisation Relationship (Prof. Jacqueline Coyle-Shapiro)

This lecture will examine the nature and types of relationships employees may develop with their organisation drawing upon social exchange. The lecture will examine how positive and negative relationships develop and the consequences of each for the employee and organisation. A specific focus of the lecture will be on psychological contracts in organisations (what employees and employers promise to exchange as part of the relationship). A model of contract breach and violation will be presented and the lecture will examine the consequences of contract breach and violation for employee attitudes and behaviours. Finally, the lecture will look at employees who see their work as a calling and the effect this has on the nature of the relationship they develop with their organisation

Reading:


Supplemental reading:
Day 5 – Lecture 5: Work Motivation (Dr Alexandra Beauregard)

The lecture will provide an overview of content theories (what motivates workers?) and process theories (how do workers become motivated?) of work motivation. Particular attention will be paid to the difference between intrinsic and extrinsic motivation, and how employers can use both financial and non-financial rewards to inspire higher levels of performance from employees.

Reading:

Greenberg Chapter 7: Motivation in Organizations


Supplemental reading:


WEEK TWO

Day 6 - Lecture 6: Justice: Employee Performance and Counter Performance (Prof. Jacqueline Coyle-Shapiro)

This lecture will examine the different facets of justice/fairness in terms of how people think about fairness and examine why justice is important to individuals. It will also look at whether individuals pay equal attention to fairness of outcomes, procedures and interpersonal treatment. Then, the lecture will review conceptualisations of Organisational Citizenship Behaviour (OCB) and Organisational Retaliatory Behaviour (ORB) and examine the extent to which justice/fairness is important to explaining both types of behaviours.

Reading:

Greenberg Chapter 2: Organizational Justice, Ethics and Corporate Social Responsibility (This chapter is also useful for Ethics)


**Supplemental reading:**


**Day 7 - Lecture 7: Group Dynamics and Teams (Prof. Jacqueline Coyle-Shapiro)**

This lecture will examine fundamental processes in how teams and groups function; cohesiveness, norms, conflict and speaking up. It will also discuss the benefits and problems of cohesive groups; are diverse groups more effective? What are the advantages and disadvantages of self-managing teams?

**Reading:**

Greenberg Chapter 8: Group dynamics and work teams


**Supplemental reading:**


**Day 8 – Lecture 8: Power: Uses and Abuses (Prof. Jacqueline Coyle-Shapiro)**

**Reading:**
Greenberg Chapter 12: Power: Uses and Abuses


**Supplemental reading:**


**Day 9 – Lecture 9: Organisational Culture and Creativity (Prof. Jacqueline Coyle-Shapiro)**

This lecture explores organisational culture and addresses how cultures are developed in organisations. The strength of an organisation’s culture and its effect on organisational performance will be discussed. How can organisations facilitate employee creativity?

**Reading:**

Greenberg Chapter 14: Organizational Culture, Creativity and Innovation


**Supplemental reading:**


**Day 10 - Lecture 10: Organisational Ethics and Corporate Social Responsibility (Prof. Jacqueline Coyle-Shapiro)**

This lecture will examine ethics in organisations with a particular emphasis on ethical decision making. It will explore the antecedents of ethical decision making and the factors that inhibit and facilitate such decision making in organisations. It will also explore how cultural differences influences on what constitutes ethically suspect decisions.

**Reading:**

Greenberg Chapter 2: Organizational Ethics and CSR


**Supplemental reading:**


**WEEK THREE**

**Day 11 – Lecture 11: Leadership (Dr Alexandra Beauregard)**

The lecture will provide an overview of trait, behavioural, situational, and transformational theories of leadership, discuss the importance of followership, and explore differences in men’s and women’s leadership styles.

**Reading:**

Greenberg Chapter 13: Leadership in Organizations


**Supplemental reading:**

Day 12 – Lecture 12: Diversity – Discrimination and Exclusion (Dr Alexandra Beauregard)

This lecture will examine the context for diversity in UK workplaces, and review a number of psychological theories that help to explain why women and members of minority groups are under-represented at senior levels in most organisations and at all levels in some occupations.

Reading:


Supplemental reading:


Day 13 – Revision Classes

Day 14: Independent Study

Day 15: Final Examination

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