

MODULE DESCRIPTOR

Module Title	International Organisational Behaviour
School	Business
Division	Innovation, Leadership, Strategy and Management
Parent Course (If applicable)	N/A
Level	7
Semester	Semesters 1 and 2
Module Code	BUS_7_IOB
Joint Academic Coding System / Higher Education Classification of Subjects Code	
Credit Value	20 credit points
Student Study Hours	Contact hours: 40 Student managed learning hours: 160 Placement hours: N/A Total Hours: 200
Pre-requisite Learning	N/A
Co-requisite Module(s)	N/A
Excluded Combinations	N/A
Module Co-ordinator	
Short Description	This postgraduate module approaches the changing nature of work and employment through an organisational behaviour lens. It discusses and debates the pivotal role of culture and the implications for people management and leadership strategies in multinational and national enterprises.

	<p>The module focuses on national culture, leadership, teamwork, employee engagement, diversity and inclusion, motivation and engagement. We will ensure coverage of the global south, as part of our attempt to present information through a progressive and decolonised lens.</p> <p>As we acknowledge the impact of global crises on organisations, we also explore organisational and employee resilience as responses to such turbulence and change.</p>
<p>Aims</p>	<p>This module aims to:</p> <ul style="list-style-type: none"> • Critically present the concept of leadership and its application in managing individual, team and organisational performance within diverse international settings. • Explore how cultural differences can impact on work practices and interactions. • Explore the strategic importance of diversity, equality and inclusion in the contemporary workplace, and interrogating bias in the workplace, both conscious and unconscious. • Identify the key antecedents of the psychological construct, work engagement, such as reward (financial and non-financial), employee relations, and organisation culture. • Examine the role of national culture in shaping and moulding organisation behaviours and practices.
<p>Learning Outcomes</p>	<p>On completion of this module a student should be able to:</p> <p>Knowledge and Understanding:</p> <p>A1: Critically analyse the concept of leadership and its application in a diverse and international context for enhancing individual, team and organisational performance.</p> <p>A2: Analyse and assess the challenges and pitfalls of the concept of culture and how it relates to other key concepts such as demographic indicators, nationality and society.</p> <p>A3: Demonstrate a comprehensive understanding, and appreciation, of key academic models and theories, on the psychological construct of work motivation and engagement.</p> <p>Intellectual Skills:</p> <p>B1: Consolidate critical understanding and analytical judgement of all aspects of intercultural management.</p>

	<p>B2: Demonstrate an ability to use effective techniques of analysis when working on case study materials and resource-based problems.</p> <p>B3: Assess practices that reinforce organisation bias and how to overcome these.</p> <p>Practical Skills:</p> <p>C1: Design a culture survey for an organisation, and evidence an applied understanding of how it can be applied in real-survey exercises.</p> <p>C2: Develop teamwork skills in an ever-changing international workplace.</p> <p>C3: Reflect on the knowledge and understanding of culture differences and be able to adapt themselves in the work environment.</p> <p>Transferable Skills:</p> <p>D1: Transfer intellectual and practical skills to organisational settings; these will include culture analysis techniques, solutions to organisational dilemmas, case study skills and strategy formulation.</p>
Employability	<p>This module addresses highly significant areas within current organisational, behavioural and management scholarship. By studying, exploring and critically discussing issues around culture, leadership and work engagement, learners will have been exposed to examples of strategic best practice. This will be applied and approached through an organisational behaviour lens and with reference to international settings.</p> <p>In turn, this exposure can be applied to their future work organisations or employment settings. Furthermore, due to the nature of the topics in question, the module will encourage participants to reflect on their own behaviours and attitudes in the workplace (for example, with regard to unconscious bias). This can facilitate a more holistic approach to successful employability.</p>
Teaching and Learning Pattern	<p>Contact hours includes the following:</p> <p>Lectures X Group Work</p> <p>Seminars X Tutorials</p> <p>Laboratory Workshops X</p> <p>Practical VLE Activities X</p>
Indicative Content	<ul style="list-style-type: none"> ▪ Macro contextual influences (culture and society) ▪ Organisational and national culture

	<ul style="list-style-type: none"> ▪ International leadership ▪ Intercultural management ▪ Cross-cultural communication ▪ International negotiation ▪ Employee motivation and engagement ▪ Inter-cultural competence ▪ Diversity and inclusion ▪ Employee and organisational resilience
Assessment Method	<p>Formative assessment:</p> <p>Class group-work which requires students to identify key skills needed in successfully analysing case studies and in preparation for their assignment.</p> <p>Group discussion work focusing on developing reflective skills will form part of the module in order to support students in their summative reflective account.</p> <p>Summative assessment:</p> <p>Coursework (100%): A3,000-word individual report where students are going to be asked to both (a) discuss an international case study (worth 70% of the final grade) and (b) provide a personal reflective account of the new insights developed during the module (30% of the final grade).</p>
Mode of Resit	<p>Formative assessment: N/A</p> <p>Summative assessment: As above</p>
Indicative Sources <i>(Reading lists)</i>	<p>Core materials:</p> <ol style="list-style-type: none"> 1. Browaeys, M.J. and Price, R. (2019) <i>Understanding Cross-Cultural Management</i>. 4th edition. London: Pearson. 2. French, R. (2015) <i>Cross-Cultural Management in Work Organizations</i>, 3rd edition. London: CIPD. <p>Optional reading:</p> <ol style="list-style-type: none"> 1. Kou-Barrett, C.Y. (2024) <i>Fundamental of Organizational Behaviour</i>. London: Kogan Page.

	<ol style="list-style-type: none"> 2. Tarique, I., Briscoe, D., Schuler, R. (2022) <i>International Human Resource Management: Policies and Practices for Multinational Enterprises</i> (6th edition). London: Routledge. 3. Christiansen, L.C, Biron, M., Budhwar, P., Harney, B. (2024) <i>The Global Human Resource Management Casebook</i>. London: Routledge. 4. Antonakis, J., & Day, D. V. (2017). <i>The nature of leadership</i>. SAGE.
<p>Other Learning Resources</p>	<p>Key journals and websites include:</p> <p>Journals: <i>Journal of Organizational Behaviour</i> <i>Journal of Organisation Change and Culture</i> <i>Equality, Diversity and Inclusion: An International Journal.</i> <i>International Journal of Human Resource Management</i> <i>Gender, Work, and Organisation</i> <i>Human Resource Management Journal</i> <i>Journal of Occupational and Organizational Society</i> <i>Human Relations</i> <i>Work, Employment and Society</i></p> <p>Websites: Organizational Behaviour: A division of the Academy of Management https://ob.aom.org/home</p> <p>Sietar Europa https://sietareu.org/</p> <p>International Labour Organization https://www.ilo.org/global/lang--en/index.htm</p> <p>Engage for Success https://engageforsuccess.org/what-is-employee-engagement</p> <p>CIPD https://www.cipd.co.uk/knowledge/fundamentals/reasons/relations/diversity/diversity-inclusion-report</p>