



# ORGANISATIONAL BEHAVIOUR AND TALENT MANAGEMENT

# DEAN'S WELCOME



A warm welcome to the School of Business at Reykjavik University!

The new Master's programme in Organisational Behaviour and Talent Management at Reykjavik University is unique in Iceland. Taught in English, the programme offers an outstanding international learning experience in the beautiful surroundings of Reykjavik. The programme motivates students to excel in every subject they are studying, with the help of an excellent learning environment in the new state-of-the-art facilities of the university. The curriculum is delivered by distinguished resident faculty, and visiting professors from leading international business schools, all of whom bring their superior knowledge, expertise, and experience into the classroom.

Perhaps the most outstanding feature of the programme is the approach to teaching and learning, which emphasises professional development of the students. Thus, academic study is integrated with methods that simulate tasks that graduates will encounter in the workplace. While pursuing different subjects and knowledge in organisational behaviour and talent management, students also engage in a variety of team-oriented projects, and apply analytical abilities in hands-on problem-solving and decision-making.

Enjoy your tour of the Master's programme in Organisational Behaviour and Talent Management at Reykjavik University!

*Friðrik M. Baldursson, PhD  
Dean  
Reykjavik University School of Business*



## WHY ORGANISATIONAL BEHAVIOUR/TALENT MANAGEMENT?

RU's new Master's programme in Organisational Behaviour<sup>1</sup> and Talent Management<sup>2</sup> (MSc in OB/TM) offers clear competitive advantages:

- Unlike our competitors, RU offers the entire programme in English, which provides RU students with an access to a closely connected international marketplace and enhances their overall employability.
- Unlike our competitors, RU's programme offers its students a face-to-face access to the top international minds in the subject area, which will clearly help the students in grasping the subject and becoming exceptional professionals.
- The most important advantage though is that unlike our competitors, RU's programme focuses on the strategic part of OB and TM, such as group and organisational dynamics, human behaviour, motivation, leadership, development of human capital, retention management, conflict resolution, labour economics, etc. – aspects that are crucial to a company's long-term success and that are unfortunately missing from any kind of educational programme in Iceland.

The Master's in Organisational Behaviour and Talent Management programme provides students with both the critical skills and knowledge required to be effective in this continuously growing domain through top quality lectures, case study, experiential learning opportunities, and best practices. The programme aims to prepare and train business professionals who aspire to become leaders in their organisations. It will help them acquire the role of a strategic partner in organising, managing and developing the human capital of the organisation.

### POSSIBLE CAREER OPPORTUNITIES:

- General Manager
- Human Resources Specialist/Advisor
- Management Consultant (no professional designation is offered)
- Management Analyst
- Academic
- A variety of opportunities across industries in:
  - Recruitment
  - Selection
  - Training and Development
  - Management Development

<sup>1</sup> Organisational Behaviour (OB) is the study and application of knowledge about how people, individuals, and groups act in organisations.

<sup>2</sup> Talent Management (TM) is a set of organisational processes designed to attract, develop, motivate, and retain key people.



## PROGRAMME OVERVIEW

The Master of Science in Organisational Behaviour and Talent Management (MSc in OB/TM) is an officially accredited university degree in Iceland. The MSc in OB/TM degree can be obtained in two years (120 ECTS credits), while Master's in OB/TM in one-and-a-half years (90 ECTS). Courses are offered in a very time-conscious manner, allowing students who wish to remain employed an opportunity to do so while pursuing their studies. Each course in the programme is designed to foster a dynamic interaction among students and professors in order to promote a healthy and rich learning environment. This environment not only helps students develop a knowledge base and set of professional skills, but also provides a firm foundation for advanced academic study (in PhD programmes in Iceland or abroad) or for entering the global marketplace.

The programme integrates the many facets of OB and TM management in the 21st century through concept, theory, critical analysis and application of recruitment, staffing, training and development, human and organisational behaviour, performance improvement, motivation, leadership, compensation, technology, legal aspects, labour economics, work groups and teams, organisational change and adaptation, and ethical issues in the workplace. The curriculum, incorporating relevant OB and TM concepts and best practices for both consultants and internal practitioners, is much more in-depth and geared toward both individuals just entering the domain and those already in the field of practice, as well as for business professionals who want to extend their knowledge beyond their current responsibilities. This cutting edge programme, developed in collaboration with Rutgers University (State University of New Jersey), is designed to offer an innovative multidisciplinary approach to the growing field of OB/TM and the continuum of organisational change in the 21st century.



The new OB/TM programme that Reykjavik University is offering beginning in the fall of 2011 is a welcomed and exciting addition to the academic options now available at RU and in Iceland. The aim of the programme is clear: to prepare and train tomorrow's organisational leaders. Leaders, who are capable of taking on the role of a strategic partner and lead, develop and manage the human capital of organisations. This aim will be reached through an exceptional teaching and learning environment that equips students with the latest knowledge and the necessary tools to achieve both personal and managerial success, as well as opening up various career opportunities.

*Auður Arna Arnardóttir*  
*Course: Leadership and Change Management*



## PROGRAMME STRUCTURE

### 1ST SEMESTER

Subject	Type	ECTS
Organisational Behaviour	Core	6
Managing Human Resources	Core	6
Organisational HR Metrics and Applied Research Methods	Core	6
Economics and Demographics of Labour Markets	Core	6
Corporate Social Responsibility and Organisational Ethics	Core	6

### 2ND SEMESTER

Subject	Type	ECTS
Strategic Management and Organisational Theory	Core	6
Workforce Flow: Recruiting, Employee Selection and Termination	Core	6
Leadership and Change Management	Core	6
Motivation, Performance Management and Reward Systems	Core	6
Elective	–	6

### 3RD SEMESTER

Semester abroad	Type	ECTS
Developing and Retaining Human Capital	Core	6
Managing Global Workforce	Core	6
International Employment Law	Core	6
Elective (Research Methodology)	–	6
Strategic OB/HRM (capstone)	Core	6

### 4TH SEMESTER

Subject	Type	ECTS
Master's Thesis (Mandatory for MSc degree)	–	30

# FEATURED FACULTY



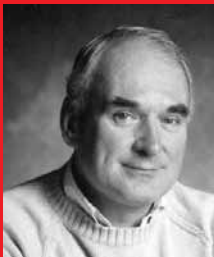
## **SUSAN JACKSON**

Susan E. Jackson is Distinguished Professor of Human Resource Management, at the School of Management and Labour Relations, Rutgers University. Prior to joining Rutgers in 1998, Professor Jackson served on the faculties of New York University, the University of Michigan, and the University of Maryland. She received her B.A. in psychology and sociology from the University of Minnesota and her Master's and PhD degrees in organisational psychology from the University of California at Berkeley. She is a Fellow of the Academy of Management, the British Academy of Management, the Association for Psychological Science and the Society for Industrial and Organisational Psychology. Her primary areas of expertise include managing team effectiveness, workforce diversity, and strategic human resource management systems. Most recently, she has begun to focus on the role of HRM policies and practices in supporting strategic initiatives related to environmental sustainability, and has created a website for sharing resources on this topic, at <http://www.greenhrm.org>.



## **RANDALL S. SCHULER**

Randall S. Schuler is Distinguished Professor of International Human Resource Management and Human Resource Strategy, Past Director of the Masters in HRM Programme, and Founder and Past Director of the Center for Global Strategic Human Resource Management in the Department of Human Resource Management, Rutgers University. He is also at the Lorange Institute of Business Zurich as a Research Fellow and at the Lancaster Management School as a Visiting Fellow. His interests are global human resource management, strategic human resource management, the human resource management function in organisations and the interface of business strategy and human resource management. He has authored or edited over forty-five books including: *Managing Human Resources*, 11e; *International Human Resource Management*, 4e; *Managing Human Resources in Cross-Border Alliances*; *Strategic Human Resource Management: A Reader* 2e; and *La gestion de los Recursos Humanos* 4e.



## **DAN ONDRACK**

Dan Ondrack is the Academic Director for Executive Programmes and the former Associate Dean of the Rotman School of Management, University of Toronto, Canada. He is currently the Director for the Advanced Programme in Human Resource Management, as well as a number of business and government management training programmes in China, Europe, and Latin America. His main research and teaching interests are the relationship between corporate strategy and alignment of human resource strategy, management of mergers, and international human resource management. Some recent consulting projects have been on the privatization of some major crown corporations, organisation re-structuring and alignment of HR to business strategy, and management of merger integration. Prof. Ondrack was a member of the Board and Vice-President of the Human Resources Professional Association (HRPA) of Ontario and the Director of Professional Education and was appointed as a Fellow of the Association in recognition for his services.



## **CHARLES H. FAY**

Charles H. Fay is Professor of Human Resource Management in the School of Management and Labor Relations at Rutgers University. He holds a BA degree from New York University, an MBA from Columbia University, and a PhD from the University of Washington. His first faculty position was at the University of Kentucky in 1979, and he has been at Rutgers University since 1984. He teaches in the areas of rewards systems, performance management and HRIS. Books include *Compensation Theory and Practice*, *The Compensation Sourcebook*, *The Performance Imperative*, *Rewarding Government Employees*, and the *Executive Handbook on Compensation*. He has authored or co-authored many book chapters, including "Compensation Systems in the Global Context" in *International Handbook of Work and Organisational Psychology*. He worked for five years as a consultant to the Bureau of Labor Statistics on the National Compensation Survey. He was a Presidential appointee to the Federal Salary Commission.

# INFORMATION FOR INTERNATIONAL STUDENTS

Reykjavik, a young-at-heart city with a long history, encircled by mountains and the sea, lies just minutes away from magnificent, unspoiled nature. Whether you are seeking the bustling energy of a cosmopolitan city with colourful culture and vibrating nightlife, the thundering thermal energy in the ground beneath your feet, or the quiet green energy of the countryside surrounding the city, Reykjavik has something to offer.

The capital of Iceland is a small city with just over 117,000 inhabitants. All the same, it is a lively city with a great deal to offer in terms of culture and recreation. Reykjavik's culture scene and nightlife attracts people from all over the world. Reykjavik is home to the National Theatre, the Municipal Theatre, the Icelandic Symphony Orchestra, the Icelandic Dance Company and the Icelandic Opera as well as numerous independent theatre companies. The annual Reykjavik Arts Festival features a packed programme of international artists and top performers in all fields.

Numerous venues offer live music every night of the week, from budding local talents to international celebrities. Reykjavik's pulsating nightlife has become legendary, earning the city the nickname "Capital of Cool" in the international music press.

The magnificent countryside that surrounds the city also makes Reykjavik special. Salmon fishing takes place within the city limits. Midnight golf, sailing, climbing, glacier trekking, horse riding and whale watching are all within easy reach of the capital. Another way to soak up Reykjavik's pure energy is to visit one of the many thermal swimming pools or spas. Going to the pool is also very much a way of life for Reykjavik's residents and thus an ideal way to meet local people and relax.

More info: [www.visiticeland.com](http://www.visiticeland.com)  
[www.reykjavik.com](http://www.reykjavik.com)



## EXPERIENCE ICELAND...

- » High Quality International Education
- » Dynamic and Innovative Culture
- » Green Energy
- » Pure Nature
- » Democratic Infrastructure and Excellent Social Security
- » Diverse Natural Wonders

## ... ADVENTURE OF A LIFETIME



This new programme in OB/TM provides students with exposure to the very latest thinking, research and teaching regarding managing talent in organisations as effectively as possible, with consideration of the full range of stakeholders, including society, employees, customers, suppliers, unions, and the needs of the organization in a global and highly competitive environment. The programme represents a joint collaboration between the faculty of the School of Management and Labour Relations at Rutgers University in the U.S. and Reykjavik University. This enables the best faculty talent from both universities to deliver state-of-the-practice and state-of-the-art knowledge using the most effective and technologically appropriate pedagogy available. The programme is designed to accommodate the needs of the students and the international faculty while delivering a challenging and beneficial programme so that students will be prepared to assist organisations and line managers in managing their most important resources, their human resources.

*Randall S. Schuler*  
*Course: Managing Global Workforce*

Reykjavik University's new Master in Organizational Behaviour and Talent Management offers an exciting opportunity for people who wish to develop a strong foundation in the science of motivating and managing people in organisations. Students who complete the broad array of course offerings will be equipped to enter the management profession with a solid understanding of the challenges that employees and organisations confront as they strive to satisfy the demands of myriad stakeholders with competing interests. With an understanding of the psychological, social and economic dynamics that shape organisational life, graduates of the MSc in OB/TM will have both the technical knowledge needed by TM specialists and an appreciation of the strategic issues they will be expected to address as business professionals.

*Susan Jackson*  
*Course: Managing Human Resources*

FOR FURTHER INFORMATION GO TO:

[www.ru.is](http://www.ru.is) or send us an email at [obtm@ru.is](mailto:obtm@ru.is)



Vlad Vaiman  
Director of Graduate Programmes