TECHNICAL SHEET OF THE SUBJECT

Data of the subject

Subject name	Organizational Behavior
Subject code	E000005837
Mainprogram	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Second year] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3 16) [Fourth year] Grado en Administración y Dirección de Empresas y Grado en Derecho [Fourth year] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Second year] Grado en Administración y Dirección de Empresas y Grado en Relaciones Internacionales [Third year] Grado en Administración y Dirección de Empresas (E-2) - en inglés [Second year] Grado en Administración y Dirección de Empresas y Grado en Análisis de Negocios/Business Analytics [Second year] Grado en Admin. y Dirección de Emp. y Grado en Análisis de Negocios/Bachelor in Business Analytics [Second year] Grado en Ingeniería en Tecnologías Industriales y Grado en Administración y Dirección de Empresas [Fourth year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Obligatoria (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Antonio Núñez Partido
Schedule	Mornings. Consult for this purpose the schedules of the different groups in which it is taught.
Office hours	To consult to this effect the schedule of attention of students established by each teacher. Previous appointment by e-mail
Course overview	ANECA: We will study the repercussions that individuals, groups and the organization produce in behavior, with the purpose of applying this knowledge to improve the efficiency of the company. We will analyze individual characteristics: diversity and aptitudes, attitudes and emotions, personality and values, perception and decision making, as well as motivation and its application. We will look at the group dynamics of teams and desirable roles. And finally on the organization the impact of communication, power and leadership. Knowledge and understanding of the basic determinants of human behavior in organizations and managerial success, explaining its application for allow the student to improve their skills as a people manager.

Teacher Information

Teacher

Name	Óscar Pérez Zapata
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject

Contribution to the professional profile of the degree
Our topic highlights the key relevance of people within organizations. We aim to **better understand human behaviour in organizations**: what happens inside and why? We concentrate on interpersonal/intrapersonal psychosocial processes; explore tools to improve self-knowledge and knowledge about what drives people in organizations. This increased knowledge is critical to become better professionals. Organizational Behaviour establishes the **basic framework towards more specific topics linked** *to Human Resources, Leadership and Change, as well as for Negotiation Techniques, which will be seen in later courses.*

Prerequisites
None. It is always helpful to have followed *Psychology* during High School. Also relevant is the first year course **Fundamentos de Gestión Empresarial (Basics of Business Administration).**

Competencies - Objectives

Competences

GENERALES

CG02		Resolución de problemas y toma de decisiones
	RA1	Identifica y definir adecuadamente el problema y sus posibles causas
	RA2	Estudia alternativas posibles valorando correctamente el alcance de cada una
	RA3	Decide cuál es la alternativa más adecuada para resolver el problema
CG04		Capacidad de gestionar información proveniente de fuentes diversas
	RA1	Busca y utiliza documentación de distintas fuentes, proveniente de diversas vías, para sus actividades de aprendizaje, discriminando conforme a su valor y a la utilidad de cada una de ellas
	RA2	Desarrolla pensamiento crítico, cuestionando la información gestionada, generando conclusiones y puntos de vista propios
	RA3	Es claro, preciso, exacto y relevante en el uso de la información, profundizando con lógica e imparcialidad
CG05		Conocimientos generales básicos sobre el área de estudio
	RA1	Explica los aspectos clave de las materias de estudio
CG10		Capacidad de liderazgo y trabajo en equipo
	RA1	Forma parte de un equipo de trabajo desempeñando un papel efectivo

	RA2	Comunica sus ideas de manera efectiva y argumentada
	RA3	Orienta el trabajo hacia la calidad del resultado final en el contexto del equipo
CG13	Reconocimiento y respeto a la diversidad y multiculturalidad	
	RA1	Conoce y respeta la perspectiva de otras perspectivas culturales y sociales
	RA2	Reconoce la diversidad cultural y humana, apreciando su amplitud y valor

ESPECÍFICAS		
CE12	Conocimiento y comprensión de los determinantes básicos del comportamiento humano en las organizaciones y del éxito directivo, practicando su aplicación para permitir al alumno mejorar sus habilidades como gestor de personas	
	RA1	Diseña correctamente un Profesiograma completo: las aptitudes, actitudes, inteligencia emocional, personalidad y valores; necesarios para un determinado puesto de trabajo
	RA2	Sabe diagnosticar las necesidades motivacionales de sus colaboradores y satisfacerlas estableciéndoles objetivos y rediseñando sus puestos de trabajo
	RA3	Es capaz de afrontar un proceso de selección profesional realizando correctamente su cv, desempeñado un papel de liderazgo en las dinámicas de grupo y dando su mejor imagen en las entrevistas personales

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks
I.- INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR:
Chapter 1: What is OB?: Evidence-based people management (Big data)
II.- INDIVIDUAL LEVEL DETERMINANTS:
Chapter 2: Managing diversity.
Chapter 3: Attitudes and Job Satisfaction.
Chapter 4: Emotions, moods and performance: Emotional Intelligence.
Chapter 5: Personality and values in people management.
Chapter 6: Perception and individual Decision making.
Chapter 7: Basics of Motivation: Extrinsic and Intrinsic.
Chapter 8: Motivation at work: Job enrichment.
III.- GROUP AND ORGANIZATIONAL LEVELS;
Chapter 9: Individual and groups.
Chapter 10: Efficient Teams.
Chapter 11: Interpersonal Communication.
Chapter 12: Leadership.

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

AF1. Lectures where the professor will present the main contents in a clear, structured and motivating way, supported by audio-visuals resources. Essential aspects to promote individual learning. Student feedback and doubts are welcome[1].

AF2. Lectures with participation. Presentations where the professor explains the basic knowledge with active participation from the students that discuss and debate nuances and challenging points, looking for the correct understanding of the content. Dynamic presentations and structured or spontaneous participation of students are expected. Additional forums based on multimedia[2].

AF6. Case analysis and discussion. Professor's proposals based on a brief lecture and/or specific material that enable application of theoretical knowledge and promote discussion skills. Based on professional materials adapted to the course, it is expected to train students in problem solving abilities together with practicing agile responses to unexpected situations. It is typically a team activity.

AF7. Simulations, role plays, group dynamics. Learning activities where students act like other would do. They involve situational analysis, taking decisions and identification and evaluation of consequences.

AF8. Presentations. Individual or Group based. Structured and well prepared content, clear delivery, respect, good reasoning and active participation of all members are some of the key landmarks.

[1] *The learning process is a student duty that no professor can replace. Lectures aim to develop the most relevant and/or more challenging content to understand. Students are responsible to work the different topics in advance. Professors might use brief quizzes to test the content before its formal presentation in the session and/or to test comprehension at the end (one minute paper).*

[2] *The first minutes of each class are used to place each class in the bigger context of the course. The objectives of the sesion and the essential concepts are then followed. Finally their potential applications in organizations are discussed.*

Non-Presential Methodology: Activities

AF10. Self-study and additional research that students involve in to better understand and remember specific scientific content looking for a potential application in his/her future professional career. Individual readings (references) and further materials (books, magazines, papers, press, Internet, reports, etc...) *Some materials will be uploaded.*

AF11. Tutorships (individual or in small groups), to deal with potential problems in learning process, in development of competences and/or to review student progress with individual assignments.

AF12. Monographic research. Cooperative learning activity involving a research assignment in teams. Interdependence is high and individual goals would depend on everybody else in the team achieving their individual objectives.

AF15. Organized reading. Reading and articles to evaluate understanding individually or group based.

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lecciones de carácter expositivo	Exposición pública de temas o trabajos	Seminarios y talleres	Simulaciones, juegos de rol, dinámicas de grupo
30.00	10.00	10.00	10.00

NON-PRESENTIAL HOURS		
Trabajos monográficos y de investigación, individuales o colectivos	Estudio individual y/o en grupo y lectura organizada	Sesiones tutoriales
30.00	80.00	10.00
		ECTS CREDITS: 6,0 (180,00 hours)

EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
Written Final Exam • Theory 60%/Practice 40% ○ Objective questions and Practical Cases. *Exchange course structure to be discussed.* • Content: everything covered in class.	A pass grade is a requirement for pass the course. 1. Ability to synthesize 2. Ability to apply contents 3. Ability to understand and integrate 4. Ability to reason and communicate	60
Case studies and practice Quality of the attitude towards individual and team work in the learning activities programmed in the classroom. Public debates on the state of the art on current issues in people management.	Weekly basis across all term: **initiative, innovation and quality**	10
Final work in teams (mandatory)	Theoretical and practice & three milestones: 1. Short video 2. **Written report** 3. Final presentation **The teachers of the teaching team that allow its use for the elaboration of individual and cooperative works, will require the following from their students:** • That they indicate explicitly and clearly what they have used IAG for (ChatGPT). All content created with generative AI must be labeled as such. All content that uses generative AI and is	

Compulsory report of company consulting, in teams: practical applications of the specific competences of the subject and their learning results. **It must be presented and approved to be able to take the final exam.**	adapted must be labeled as such, as well as cite authors. • That they include as additional material (annexes) the complete prompt (questions and answers) of their conversation with IAG (ChatGPT) to generate the task. • If the work is in a group, **it is advised that the detection of improper use will result in a sanction** (art. 168.2.e of the General Regulations of the University) to all the members of the group. • Require that the work include academic references and recent data. • Propose partial deliveries of the work, with an evaluation of each one of them. **Request to carry out an oral defense,** to verify the veracity of the sources and ensure learning • The teaching staff could request **that the works be defended orally** to verify the veracity of the authorship and ensure the learning of the students.	20
Attitude and Participation	in class and individual work Article 93.1 of the General Regulations of the University which indicates that the absence of more than a third of the teaching hours taught in each subject results in the impossibility of taking the exam in ordinary call.	10

Ratings

The **final note**, passed the final exam, will be the weighted sum of this and the continuous evaluation of all course activities. If the student does not reach the grade of 5, he will have the subject suspended and must present and pass the global examination of the extraordinary call, on the official date established by the corresponding Head of Studies.

Use of Artificial Intelligence Tools in the Course

In the course **Leadership and Change Management**, Level 2 (AI Planning) will be applied according to the AI Assessment Scale proposed by Perkins, Furze, Roe & MacVaugh (2024). This level allows for the strategic use of artificial intelligence tools to support critical thinking, planning, and idea generation, without replacing the student's authorship or intellectual responsibility. Within this framework, effective use of AI will be encouraged as a resource to deepen knowledge of historical contexts, significant figures, and cultural movements, as well as to foster ideation and synthesis. In addition, evaluable group activities will be carried out in class involving the assistance of AI tools. The assessment activities will be designed to evaluate the student's ability to analyze, assess, and critically adapt content generated with the aid of artificial intelligence.

Specifically, the use of AI tools will be permitted in the following learning contexts:

Web research: AI tools will be used to support class activities aimed at searching, contrasting, and synthesizing information related to key

topics and questions of the course program. In particular, four "fact-check" exercises will be conducted, to be solved in groups with the assistance of AI.

Idea generation and brainstorming: AI will be permitted as a tool for creative stimulation prior to in-class analysis of the topics proposed in the program.

The use of AI in this course should be understood as a formative tool, not as a source of final answers. Therefore, students will always be required to provide evidence of personal analysis, critical reformulation, and conceptual appropriation of any content in which artificial intelligence has been involved.

NOTE: **Regarding the improper use by students of the GPT Chat and/or any other IAG** in all evaluation activities: it will be considered a serious offense, according to the General Regulations of the University, art. 168.2.e: "carrying out actions tending to falsify or defraud the academic performance evaluation systems." The consequences of this will be "temporary expulsion of up to three months or the prohibition to take the exam in the next call to the imposition of the sanction, in one or several subjects of which the student is enrolled, [...] apart from assuming the grade of suspense (0) in the respective subject, [...] [and] the prohibition to take the exam in that subject in the following call".

Students with no enrolment: Repeating students, Exchange Students (without 100% credit recognition) or students in Accredited Internship (subject to approval by the Head of Studies):

1. The student is responsible to communicate their intentions to the professor (by email) during the first month of the course informing about their personal situation, passed attempts and personal objectives to pass the course.
2. **Written final exam 100%:** Exam content: Slides and Moodle.

WORK PLAN AND SCHEDULE

Activities	Date of realization	Delivery date
Consulting teamwork applied to a company or organization (20%).	From the first month of the semester.	One week before the final exam.
Attitude and participation in class and towards individual work (15%)	All semester	Until the end of the global exam.
Resolution of review test, cases, readings, practices and exercises of application to the company in the Directed Work classes (15%).	Weekly	Weekly
Global final written exam. It is essential to approve it to add the continuous evaluation (50%).	In the one indicated by the corresponding Head of Studies.	In the one indicated by the corresponding Head of Studies.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

1. **ROBBINS & Judge (2023).** *Organizational Behavior,* **Update 19e Global Edition. Pearson.**
   - https://www.amazon.co.uk/Organizational-Behavior-Global-Stephen-Robbins-dp-1292450029/dp/1292450029/ref=dp_ob_title_bk
   -

2. Robbins/Judge (2021). *Essentials of Essentials of Organizational Behavior*, Global Edition. 15th Edition. Pearson.
   - https://www.amazon.co.uk/dp/1292406666?
     _gl=1*12m2rj1*_ga*NjQ1NzkyNDc3LjE2Mjc4MzIzNjU.*_ga_K8MHCWK5EH*MTY1NTk3NDU0MS44LjEuMTY1NTk3ODAwMy4w