



COMILLAS
UNIVERSIDAD PONTIFICIA

ICAI ICADE CIHS

SCIENCE FACULTY
ECONOMIC AND BUSINESS

**SYLLABUS
BUSINESS ADMINISTRATION
(E2 BILINGUAL)
2018-2019**

1.- ORGANIZATIONAL BEHAVIOUR

Essential Information			
Name	Organizational Behaviour		
Degree	Business Administration		
Course	E2 bilingual	Exchange Course	ICAI+ADE
i	Fall: Exchange Course	Spring: E2 bilingual, Exchange Course	
Credits (ECTS)	6		
Hours/week	4 h/w		
Type	Compulsory. Basic training		
Department	Gestión Empresarial - Business Administration-Management		
Area	Human Resources		
Coordinator	PhD. Antonio Núñez Partido		

Faculty	
Coordinator: PhD. Antonio Núñez Partido	
Office	OD-420
e-mail	anup@icade.comillas.edu
Phone	91.542.28.00, Ext: 22.55
Tutorships	Mornings (4h/week): <i>appointment by email</i>
Professor Business Administration BILINGUAL: PhD. Oscar Pérez Zapata	
Office	
e-mail	opzapata@icade.comillas.edu
Phone	91.542.28.00, Ext: 22.43
Tutorships	2h/week: <i>appointment by email</i>

2.- BACKGROUND INFORMATION

Context
Contribution to the Business Administration 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 Negotiation that will be covered in the following years.
Prerequisites
None. It is always helpful to have followed <i>Psychology</i> during High School (Social Science track). Also relevant is the first year course Fundamentos de ADE o Gestión Empresarial (Basics of Business Administration)

3.- CONTENT

Program
I.- INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR
Chapter 1: What is OB?: Evidence-based people management
II.- INDIVIDUAL LEVEL DETERMINANTS
Chapter 2: Managing diversity: Professional skills
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 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
Chapter 13: Power, Politics and Ethics

4.- OBJECTIVES

Competences
Generic Competences (degree-year)
Instrumental
<p>CGI 1. Ability to analyse and synthesize CGI 2. Problem solving and decision making CGI 3. Ability to plan and organize CGI 4. Ability to manage information from different sources CGI 5. Basic knowledge of the area CGI 6. Spoken and written communication in native language CGI 7. Communication in foreign language CGI 8. Computer Science knowledge linked to the area</p>
Interpersonal
<p>CGIP 9. Interpersonal abilities: listening, arguing, debating CGP 10. Leadership and Teamworking abilities CGP 11. Questioning and Self-Questioning abilities CGP 12. Ethical commitment CGP 13. Recognition and respect to diversity and cultural diversity</p>
Systemic
<p>CGS 14. Ability to learn and work autonomously CGS 16. Action and Quality bias CGS 17. Ability to elaborate and communicate ideas, projects, reports, solutions and problems CGS 18. Initiative and Entrepreneurial spirit</p>
Specific Competences (Knowledge area-course)
<p>CE 19. Knowledge and understanding of basic determinants of human behaviour in organizations, together with advancing people management, including applied activities to allow the student improving their abilities as people manager.</p>
Learning Outcomes (LO): Conceptual (Knowing), Applied (Doing) and Attitudes (Being)
<p>CE 19.1. Defines Organizational Behaviour and identifies relevant variables CE 19.2. Understands diversity and its effects in the workforce CE 19.3. Describes factors driving attitudes and job satisfaction CE 19.4. Recognizes moods and individual emotions at the workplace CE 19.5. Explains the relationship between personal traits and individual behaviour CE 19.6. Links cultural values with organizational behaviour CE 19.7. Knows perception and attribution theories in the workplace CE 19.8. Knows main learning theories and strategies to influence behaviour CE 19.9. Explains the factors involved in decision making within organizations CE 19.10. Describes the main theories on motivation, their applications and relation with performance CE 19.11. Knows best practices related to groups and teams in organizations CE 19.12. Describes main factors involved in effective communication CE 19.13. Summarizes and applies main theories and approaches on leadership CE 19.14. Explains impact of power and political behaviour in organizations</p>

5.- TEACHING METHODS

General methods	
<p>The approach to the course is practical, focused on the student, promoting his/her autonomy and active participation, looking for advancing the necessary professional competences for their future career. To develop contents and competences, we will be involved in the following activities:</p>	
Methods (classroom): Activities	Competences
<p>AF1. Lectures where the professor will present the main contents in a clear, structured and motivating way, supported by audiovisual resources. Essential aspects to promote individual learning. Student feedback and doubts are welcome¹.</p>	<p>CGI 1. Ability to analyse and synthesize CGI 3. Ability to plan and organize CGI 5. Basic knowledge of the area</p>
<p>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 multimedia².</p>	<p>CGI 4. Ability to manage information from different sources CGI 3. Ability to plan and organize CGI 5. Basic knowledge of the area</p>
<p>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.</p>	<p>CGP 10. Leadership and Teamworking abilities CGS 16. Action and Quality bias CGP 12. Ethical commitment CGI 2. Problem solving and decision making CGP 11. Questioning and Self-Questioning abilities</p>
<p>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.</p>	<p>CGP 9. Interpersonal abilities: listening, arguing, debating CGP 13. Recognition and respect to diversity and cultural diversity CGP 11. Questioning and Self-Questioning abilities</p>
<p>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.</p>	<p>CGP 12. Ethical commitment CGI 3. Ability to plan and organize CGI 6. Spoken and written communication in native language CGP 11. Questioning and Self-Questioning abilities</p>

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 session and the essential concepts are then followed. Finally their potential applications in organizations are discussed.

Methods (outside classroom): Activities	Competences
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...) <i>Some materials will be uploaded.</i>	CGI 1. Ability to analyse and synthesize CGI 3. Ability to plan and organize CGI 4. Ability to manage information from different sources CGI 5. Basic knowledge of the area CGS 14. Ability to learn and work autonomously
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.	CGI 6. Spoken and written communication in native language CGI 3. Ability to plan and organize CGI 4. Ability to manage information from different sources CGI 1. Ability to analyse and synthesize
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.	CGS 18. Initiative and Entrepreneurial spirit CGS 16. Action and Quality bias CGP 12. Ethical commitment CGS 17. Ability to elaborate and communicate ideas, projects, reports, solutions and problems
AF15. Organized reading. Reading and articles to evaluate understanding individually or group based.	CGP 11. Questioning and Self-Questioning abilities CGP 12. Ethical commitment

6.- GRADING

Grading activities	Key criteria	WEIGHT
WRITTEN FINAL EXAM: <ul style="list-style-type: none"> • Theory 60%/Practice 40% <ul style="list-style-type: none"> ○ Objective questions and Practical Cases. <i>Exchange course structure to be discussed.</i> • Content: everything covered in class. • A pass grade is a requirement for the course 	<ol style="list-style-type: none"> 1. Ability to synthesize 2. Ability to apply contents 3. Ability to understand and integrate 4. Ability to reason and communicate 	60%
Individual and Group activities/participation	Initiative, innovation and quality	20%
Final project (real organization)	Three milestones: <ol style="list-style-type: none"> 1. Short video 2. Written report 3. Final presentation 	20%

7.- ACTIVITY PLAN AND SCHEDULES

Activities (classroom and outside)	Schedule	Delivery
Attitude and Participation in class and individual work	Across all term	Ongoing till last class
Case studies and practice in teams	Weekly basis.	
Individual work (theoretical and practice)	Across all term	
Written Final Exam. A pass grade is a requirement for the course	To be confirmed	

8. - APPROXIMATE DEDICATION (HOURS)

Summary			
CLASSROOM = 60h.			
Lectures	Seminars	Guided activities	Final Exam 2 hours <i>Exam revision 1 hour</i>
30 hours	20 hours	7 hours	3 hours
OUTSIDE CLASSROOM = 90h.			
Working on theoretical content	Working on practical content	Final project	Self-study
20 hours	20 hours	20 hours	30 hours
ECTS 6: 6*25 hours =150 h TOTAL WORK			

9. - GRADING (RETAKE)

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.

10.- REFERENCE AND MATERIALS

Basic Reference
Textbook
ROBBINS S.P., (2018): Organizational Behaviour (18th <i>Global Edition</i>). Pearson Education ROBBINS y Judge: Essentials of Organizational Behavior (Global Edition) 14/E. 2018
Book chapters
At the beginning of each topic
Articles
To be delivered
Web Page
Moodle and Pearson Education Portal
Additional Materials
To be delivered
Additional References
Textbook
GIBSON, IVANCEVICH, DONNELLY & KONOPASKE (2011): Organizations: Behavior, Structure, Processes McGraw-Hill/Irwin (14 ed.) LUTHANS (2011): Organizational Behavior. McGraw-Hill/Irwin (12 ed.) NEWSTROM, J.W., (2011): Organizational Behavior: Human Behavior at Work. McGraw-Hill/Irwin (14 ed.)
Additional books
To be discussed with the professor
Articles
See references at the end of each chapter (main textbook)
Web page and additional materials
Moodle
Additional books
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