

1.- ORGANIZATIONAL BEHAVIOUR

Essential Information	
Name	Organizational Behaviour
Degree	Business Administration
Course	E2 bilingual & ICAI Exchange Course: Business in Spain
Term	Fall: Exchange Course Spring: E2 bilingual, ICAI Exchange Course
Credits (ECTS)	6
Hours/week	4 h/s
Type	Compulsory: Basic training
Department	Management (Gestión Empresarial)
Area	Human Resources
Coordinator	PhD. Antonio Núñez

Faculty	
Coordinator: PhD. Antonio Núñez	
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Tutorships	Mornings (4h/week): <i>appointment by email</i>
Professor Business Administration BILINGUAL: PhD. Oscar Pérez	
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Tutorships	2h/week: <i>appointment by email</i>
Professor Business Administration BILINGUAL: MSc Jorge Tamallo	
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Tutorships	2h/week: <i>appointment by email</i>

2.- BACKGROUND INFORMATION

Context
<p>Contribution to the Business Administration degree</p> <p>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.</p>
<p>Prerequisites</p> <p>None. It is always helpful to have followed <i>Psychology</i> during High School. Also relevant is the first year course Fundamentos de Gestión Empresarial (Basics of Business Administration)</p>

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
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

4.- OBJECTIVES

Competences
Generic Competences (degree-year)
Instrumental
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
Interpersonal
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
Systemic
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
Specific Competences (Knowledge area-course)
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.
Learning Outcomes (LO): Conceptual (Knowing), Applied (Doing) and Attitudes (Being)
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

5.- TEACHING METHODS

General methods	
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:	
Methods (classroom): Activities	Competences
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 .	CGI 1. Ability to analyse and synthesize CGI 3. Ability to plan and organize CGI 5. Basic knowledge of the area
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 .	CGI 4. Ability to manage information from different sources CGI 3. Ability to plan and organize CGI 5. Basic knowledge of the area
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.	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
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.	CGP 9. Interpersonal abilities: listening, arguing, debating CGP 13. Recognition and respect to diversity and cultural diversity CGP 11. Questioning and Self-Questioning abilities
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.	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
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

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.

<p>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.</p>	<p>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</p>
<p>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.</p>	<p>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</p>
<p>AF15. Organized reading. Reading and articles to evaluate understanding individually or group based.</p>	<p>CGP 11. Questioning and Self-Questioning abilities CGP 12. Ethical commitment</p>

6.- GRADING

Grading activities	Key criteria	WEIGHT
<p>WRITTEN FINAL EXAM:</p> <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%
<p>Individual and Group activities/participation</p>	<p>Initiative, innovation and quality</p>	20%
<p>Final project (real organization)</p>	<p>Three milestones: 1. Short video 2. Written report 3. Final presentation</p>	20%

7.- ACTIVITY PLAN AND SCHEDULES

Activities (classroom and outside)	Schedule	Delivery
<p>Attitude and Participation in class and individual work (10%)</p>	<p>Across all term</p>	<p>Ongoing till last class</p>
<p>Case studies and practice in teams (10%)</p>	<p>Weekly basis.</p>	
<p>Final work in teams (theoretical and practice) (20%)</p>	<p>Across all term</p>	
<p>Written Final Exam (60%). A pass grade is a requirement for pass the course</p>	<p>To be confirmed</p>	

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	10 hours	3 hours
OUTSIDE CLASSROOM = 90h.			
Working on theoretical content	Working on practical content	Final project	Self-study
40 hours	20 hours	30 hours	30 hours
ECTS 6 =180 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., (2019): <i>Organizational Behaviour (19th Global Edition)</i> . Pearson Education ROBBINS y Judge: <i>Essentials of Organizational Behavior (Global Edition) 14/E</i> . 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): <i>Organizations: Behavior, Structure, Processes</i> McGraw-Hill/Irwin (14 ed.) LUTHANS (2011): <i>Organizational Behavior</i> . McGraw-Hill/Irwin (12 ed.) NEWSTROM, J.W., (2011): <i>Organizational Behavior: Human Behavior at Work</i> . 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
To be discussed with the professor
Articles
See references at the end of each chapter (main textbook)