

Organizational behavior

Number of ECTS credits : 3

Course language : English

Course leader : Claude Clavé

Speakers : Claude Clavé

EVALUATION METHODS

Assessment (Title)	Weighting in %	
Case study presentation in groups	25	%
Quiz performed in class	25	%
Final exam	50	%

COURSE DESCRIPTION

1. Origins and key-fundamentals : when, where and how was Organizational Behaviour (OB) born ? What is OB ?
2. Making of the individual human beings an asset for the performance of the firms.
3. Motivation at work.
4. The 4 factors influencing the performance of the firms (people, structure, technology, external environment).
5. The 3 levels of deployment of the OB (people, groups, organization).
6. Coaching and group dynamics.
7. Soft-skills and collective intelligence.
8. Group-works : using the OB model, understand and propose improvements to the class-room's learning efficiency.
9. Case-study : using the OB model, understand and propose improvements to your own firm's efficiency.

COURSE OBJECTIVES

1. Understand how the firm's employees contribute to its performance.
2. Identify and understand the fundamental factors that influence motivation at work.
3. Identify how people, structure, technology, external environment, rules and management interact and influence the company's performance.
4. Be aware of group dynamics.
5. Understand what soft-skills are and why they are necessary although not sufficient to reach collective intelligence.
6. Use the the OB model to better understand and influence real organizations (the class-room and the student's companies).
7. Deploy those elements into actions.

LEARNING OBJECTIVES (MANAGERIAL COMPETENCES)

LEARNING GOAL	LEARNING OBJECTIVE (COMPETENCE)	LEARNING OUTCOME
	<i>Tick the learning objective (s) developed and chosen to be evaluated in this course</i>	<i>Select the learning outcome(s) assessed</i> <i>LEVEL 1 : Level of KNOWLEDGE / UNDERSTAND</i> <i>LEVEL 2 : Level of APPLY/ANALYZE</i> <i>LEVEL 3 : Level of ANALYZE / EVALUATE / CREATE</i> <i>Levels 1 and 2 : Most often in Bachelor's level</i> <i>Levels 2 and 3 : Most often in Master's level and above</i>
Analyse	LO1 Make use of critical analysis/critical thinking skills <input checked="" type="checkbox"/>	Lev.1 Select and check information
	LO2 LO2 Analyse complex situations <input checked="" type="checkbox"/>	Lev.2 Formulate hypotheses to understand a complex situation, in a structured way, by mobilizing disciplinary frameworks if necessary
	LO3 Use cross-disciplinary approaches <input checked="" type="checkbox"/>	Lev.1 Identify and interpret knowledge in various fields of discipline
Action	LO4 Make proposals, take initiatives <input checked="" type="checkbox"/>	Lev.3 Support and argue new proposals in a context where they were not envisaged
	LO5 Evaluate, prevent and manage short, medium and long-term risks <input type="checkbox"/>	Select learning outcome
	LO6 Communicate in a foreign language in a professional context <input checked="" type="checkbox"/>	Lev.3 Write in a professional and technical manner on one's disciplinary field(s) in a foreign language
Entrepreneurship & Innovation	LO7 Identify needs and draw up an appropriate offer <input checked="" type="checkbox"/>	Lev.3 Construct and formulate a new offer
	LO8 Is ready to take and manage risks in a project <input type="checkbox"/>	Select learning outcome
	LO9 Develop innovative solutions and test them <input checked="" type="checkbox"/>	Lev.3 Design an experimental protocol. Organize feedback to improve the process/product/service
RSO	LO10 Identify and understand stakeholder interests <input checked="" type="checkbox"/>	Lev.3 Design one's project including its stakeholder interests
	LO11 Identify ethical issues and act on them from an ethical perspective <input checked="" type="checkbox"/>	Lev.3 Clarify one's own positioning on ethical issues, adapt decisions to these ethical and responsible aspects

	LO12 Take a decision from economic, social and environmental perspectives ☒	Lev.2 Quantify and prioritize the impact of one's activities on the ecosystem concerned
Cooperation	LO13 Communicate and interact ☒	Lev.2 Develop oral and written communication capacities, adapt language and behaviour to the context
	LO14 Work effectively in a team ☒	Lev.1 Incorporate and apply the rules and aims defined by the team
	LO15 Act with flexibility, adaptability and intellectual curiosity ☒	Lev.3 Confront several points of view and incorporate external opinions

TACKLED CONCEPTS

1. Understand how the 4 elements of organizational behaviour (people, structure, technology, external environment) influence the firm's performance.
2. Understand how those 4 elements interact.
3. Elton Mayo and the Hawthorne experience : the worker's behavior changes when they know they are observed.
4. Abraham Maslow and the Maslow pyramid. Motivation at work.
5. Mc Gregor and the theory X and Y. The self-fulfilling theory.
6. The 3 levels of OB as a cross analytic tools (individuals, groups, organization).
7. Group dynamics.
8. Soft-skills and collective intelligence.

LEARNING METHODS

1. Each student will be provided by a complete set of slides containing the key knowledge associated with OB.
2. The 3 first learning sessions (out of 8) will be a discovery of the key knowledges of the course. The set of slides, visual supports, class interactions and in-class individual and in small-group's work will be used.
3. The sessions 4 and 5 will focus on group dynamics, soft-skills and group's performances (collective intelligence).
4. The session 6 will be dedicated to applying the OB model to the functioning of the class-room, with the purpose to identify actions to improve its learning performance. Work in small groups.
5. The sessions 7 and 8 will be focused on applying the OB model to the student's company. Each of them will have to make a short presentation to the class and give his/her presentation support.

ASSIGNMENTS & ASSESSMENTS

1. The students will be expected to have read the given course material before each session.
2. A quiz will be passed in class between session 3 and 6.
3. A collective class contribution will be produced during sessions 5 and 6 about the class-room learning efficiency, using the OB approach.
4. A formal presentation will be given by each student to the class about the deployment of the OB approach to his/her own company.

BIBLIOGRAPHY

Essentials of organization behavior, global edition. Stephen P. Robbins, Timothy A. Judge.
 Organizational behavior : a practical problem-solving approach. Angelo Kinicki. 2020.
 Organizational behavior : a skill-building approach. Christophe P. Neck, Jeffrey D. Houghton. 2019.
 Essential of organizational behavior : an evidence-based approach. Terry A. Scandura. 2021.
 Evidence for a collective intelligence factor in the performance of human groups. W. Woolley. Science. October 2010.

SESSIONS

N°	Session duration	Session type	Course description
1	3h00	Lecture & practical work	Origins and core-concepts of OB. What is OB ? Are human workers assets for the performance of the firms ? Motivation at work.
2	3h00	Lecture & practical work	The 4 factors influencing the performance of the firms (people, structure, technology, external environment).
3	3h00	Lecture & practical work	The 3 level of deployment of the OB (people, groups, organization).
4	3h00	Lecture & practical work	Coaching and group dynamics.
5	3h00	Lecture & practical work	Soft-skills and collective intelligence.
6	3h00	Individual or group work	Group-work : using the OB model, understand and propose improvements to the class-room's learning efficiency.
7	3h00	Individual or group work	Case-study : using the OB model, identify and propose actions that can improve your firm's efficiency and performance.
8	3h00	Individual or group work	Continued : Case-study : using the OB model, propose and present actions that can improve your firm's efficiency or performance. Presentation to the class.