

**Number of ECTS credits :** 3

**Course language :** English or French

**Course leader :** BURLAT CLAIRE

**Speakers :** BURLAT CLAIRE

### ≡ COURSE DESCRIPTION

This course is based on organization and psychological approaches to understand both collective and individual processes of professional situations. It helps understand the complexity of organizations through their identity, structures and cultures and through individual psychologies. It is also based on coaching tools and theories. Study cases will be analyzed and the lesson will also resort to role playing games.

### ≡ COURSE OBJECTIVES

The main objective of this course is to help you improve your leadership and management skills – those skills that will allow you to cope better in the increasingly dynamic and complex business environment. The course will emphasise the behavioural nature of management, exploring the formal and informal levers by which managers can influence human behaviours in organisations.

It also aims to develop your critical thinking skills. To that end, the course intends to help you:

Obtain an overall understanding of Organizational Theory and Behavior concepts and practices;

Identify managerial levers of employee motivation, effective change management, team building, managing conflict and negotiations, fostering trust and cooperation, leading in a global environment, to name a few;

Identify the consequences associated with using different managerial levers in organizational contexts;

Apply theories and concepts discussed in class to better understand, reflect upon, and appreciate past or current work or even non-work experiences;

Develop self-awareness and understanding of your strengths and areas of improvement as a leader and manager;

### ≡ LEARNING OBJECTIVES

<b>C4B learning goal</b>	LG1 - Analysis
<b>C4B learning objective</b>	LO2 - Analyse complex situations
<b>Outcomes</b>	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
<b>C4B learning goal</b>	LG4 - CSR
<b>C4B learning objective</b>	LO10 - Identify and understand stakeholder interests
<b>Outcomes</b>	Lev. 3 - Design one's project including its stakeholder interests

### ≡ TACKLED CONCEPTS

Culture, identity, structure, process communication, cooperation, personal driver, personality, leadership

### ≡ LEARNING METHODS

Readings and cases (will be provided during or before class)

The class will be highly interactive, and active participation in discussions is expected.

The course combines conceptual and experiential approaches, including

- theoretical frameworks and research findings from foundation disciplines
- individual/team cases/experiential exercises

## ≡ EXPECTED WORK AND EVALUATION

Class participation, reading articles outside class, contribution to course development through debates

## ≡ BIBLIOGRAPHY

CARNEY B. M., GETZ I., (2009), Freedom, inc. : Free your employees and let them lead your business to higher productivity, profits, and growth, Liberté & Cie, Crown Business, New York, 303 p.

DUPUY F., (2001) The chemistry of change, Pelgrave, London.

KAHLER T., (2008), The Process Therapy Model, the Six Personality Types with Adaptations, Taibi Kahler Associates, Inc., 285 p.

ROBBINS S., DE CENZO D., COULTER M. (2014). Fundamentals of Management: Essential Concepts and Applications. Prentice Hall, 504 p.

## ≡ EVALUATION METHODS

40 % : Contrôle Continu

60 % : Examen

## ≡ SESSIONS

### 1 Introduction class

LECTURE : 03h00

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Prestation of the course, methods, topics, evaluation

Organizational theory and behavior - Origins and disciplines of reference

The role of theory in relation to practice: the connection between theory, cases and reality

Individual - group - organisation interaction patterns

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### 2 Management / Leadership

LECTURE : 03h00

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Types of influence - Power, Authority, Leadership, Control, Politics

Sources, modes of exercise and limits of power

Distinction between management and leadership - What makes a leader?

Management / Leadership styles

Emotional intelligence and leadership

Charismatic, transactional, transformational and servant leadership

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### 3 Individual and group behaviours within the organisation

LECTURE : 03h00

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Concept of personality, perception, attitudes and performance

Motivation at work and sense-making

Group dynamics - Norm, status, role and conformity

Collective learning vs. groupthink

Group influence on individual's behaviours and performances

The use of group peer pressure

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**4****Conflict, cooperation and trust**LECTURE : 03h00

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Types of interaction - altruism, cooperation, competition, conflict

Types of conflict - impact on performance

Analysing and resolving conflict

Fostering cooperation

Trust and leadership

Determinants of trust

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**5****Organizational culture**LECTURE : 03h00

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The importance of schemas and cognitive frameworks

What is organizational culture?

Levels of culture

Stories/legends, Rituals, Symbols, Language

Creating and sustaining culture

Cultures and subcultures and their impact on organisational performance

Designing a culture of ethical voice

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**6****Organizational change management**LECTURE : 03h00

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The need for change and flexibility, types of organizational change

Change processes and management

Resistance to change

Effective stress management

Course wrap-up, summary and implications for managers

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