ORGANIZATIONAL BEHAVIOR

Introduction

In the business world, "people skills" are paramount for career advancement. While technical expertise may serve you well in the early stages, as you progress into management and leadership roles, your ability to connect with others becomes the determining factor. It's not just about plugging numbers into equations; managing and leading people requires judgment and critical thinking, especially when information is incomplete.

This course focuses on fundamental aspects of managing and leading people in organizations. We delve into understanding human behavior, motivating employees, building trust and commitment, managing relationships and conflict, fostering teamwork, developing talent, and cultivating a shared sense of purpose.

By drawing from theory, empirical research, and practical frameworks, this class equips you with the tools needed to excel as future leaders. You'll gain a deeper understanding of the complexities of managing and leading people at different organizational levels. Prepare to make meaningful contributions and embark on a rewarding journey as leaders in your respective fields.

Objectives

This course has three primary objectives that will guide our journey:

Empowering through people: We aim to develop a deeper comprehension of the fundamental motivations that drive people's behavior and explore strategies to influence and inspire those motivations. By understanding what motivates individuals, we can unlock their full potential and foster a culture of empowerment.

Building effective relationships: We will delve into the art of cultivating meaningful interpersonal relationships within the workplace. This entails understanding the dynamics of power and influence, as well as learning effective conflict resolution techniques. Additionally, we will focus on nurturing talent, fostering teamwork, and fostering organizational cultures that align with the company's mission.

Thriving in the global business landscape: As leaders in a globalized world, it is essential to grasp how to develop and guide people in diverse cultural contexts. Through real-world cases spanning multiple continents, we will enhance your ability to identify, adapt

to, and thrive in various organizational settings. This will equip you with the skills needed to navigate the complexities of the global business environment.

These objectives form the pillars of our course, propelling you toward a deeper understanding of organizational behavior and empowering you to excel as future leaders in the ever-evolving business landscape.

Learning Outcomes

RA19. Enable students to apply acquired knowledge and solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

RA11. Enable students to integrate knowledge and address the complexity of making judgments based on incomplete or limited information, including reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

RA20. Enable students to communicate their conclusions, along with the knowledge and rationale supporting them, to both specialized and non-specialized audiences clearly and unambiguously.

RA12. Equip students with learning skills that enable them to continue studying independently and self-directedly.

RA21. Listen, understand, and compare differing viewpoints to develop an objective understanding of a business situation. Communicate in a structured and persuasive manner (Interpersonal communication).

RA13. Work effectively in multicultural teams, assuming project leadership when necessary. Integrate the value of diversity into the team's decision-making and work process (Multicultural teamwork skills).

RA14. Critically evaluate information and the context of a business situation to reach prudent decision-making conclusions (Critical thinking).

RA22. Acquire self-knowledge and self-control necessary to work effectively under pressure in professional environments, understanding others' motivations and the corporate culture (Emotional intelligence).

RA3. Identify relevant data to diagnose a business problem and generate sensible decision alternatives.

RA6. Develop rigorous business plans that achieve viability status under the scrutiny of real investors.

RA27. Identify team management mechanisms that foster collaboration, communication, trust, and achievement of a common objective.

Content

The course is structured into three modules, each exploring essential aspects of OB:

Leadership: This module delves into the core elements of effective people leadership. We dissect three crucial levers: power, authority, and trust. By examining these concepts, we gain insights into leadership styles and explore cutting-edge organizational leadership perspectives. You will understand comprehensively what it takes to lead with impact.

Self-Management: In this module, we turn our attention inward and explore individual motivation. We delve into the different types of motives, distinguishing between extrinsic and intrinsic motivations and pro-self and pro-social orientations. Additionally, we investigate the intricacies of personality, productivity, emotional intelligence, stress management, achieving personal-professional balance, relationship styles, happiness,

and overall well-being. This module equips you with the tools to effectively navigate your own growth and development, fostering personal and professional success.

Teams: The final module centers around the art of managing teams within global and diverse business contexts. We unravel the complexities of team dynamics, emphasizing the skills needed to lead and coordinate teams in a way that maximizes their potential. Through practical examples and case studies, we explore the challenges and opportunities that arise when working with diverse teams. By the end of this module, you will possess the knowledge and strategies necessary to foster high-performing teams in a globalized world.

These modules form the backbone of our course, encompassing the essential pillars of leadership, self-management, and effective team management. By immersing yourself in these areas, you will develop the skills and insights needed to thrive in the dynamic landscape of organizational behavior.

Instructional Activities

AF1: Training sessions and meetings with the teacher (classes, seminars, lectures, tutorials, company visits, simulations): 12hrs
AF2: Individual student work (personal study, preparation of assignments): 39hrs
AF3: Teamwork (preparation of group assignments and execution of simulations): 8hrs
AF4: Evaluation tests: 1hrs

Evaluation

60% Class participation
40% Final report

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.