

Academic Year: ( 2024 / 2025 )

Review date: 28-01-2025

Department assigned to the subject: Business Administration Department

Coordinating teacher: RICO MUÑOZ, RAMON

Type: Compulsory ECTS Credits : 6.0

Year : 2 Semester : 2

## OBJECTIVES

The competencies that students should gain from this subject focus on developing the knowledge and skills to understand the diversity and complexity of the behaviors of the people who make up an organization.

Knowledge:

Understand the behavior of people in organizations at the individual, group, and organizational levels.

1) At the individual level:

- a. Know about perception and describe the major elements in the perception process.
- b. Know how to analyze the results of different decision-making models in terms of economic variables such as productivity, absenteeism, and turnover.
- c. Know the concept of motivation and describe the process of motivation in real situations.

2) At the group level:

- a. Identify the key factors that explain group behavior.
- b. Summarize the findings of the major theories of leadership.
- c. Know the communication process and its components in order to analyze its various effects in the workplace.

3) At the organizational level:

- a. Analyze the process of conflict and evaluate why it exists in organizations.
- b. Analyze the elements of organizational culture and its influence on business ethics.

Skills:

- The ability to work independently under pressure in resolving current cases will be developed.
- In addition, the ability to relate and work in groups to make decisions will be developed.
- Ability to manage and motivate others.
- Ability to think of novel solutions through the application of research methods.

Attitudes:

- Possess a critical attitude based on evidence and research methodologies that allow understanding of aspects related to organizational behavior.
- Demonstrate ethical and justice behavior in decision making and conflict resolution in organizations.
- Promote the level of commitment to organizations with sustainability and values.
- Develop an entrepreneurial attitude toward organizational change.

## DESCRIPTION OF CONTENTS: PROGRAMME

1. Diversity in Organizations
2. Attitudes and Job Satisfaction
3. Emotions and Moods at Work.

4. Personality and Values.
5. Perception and Decision Making
6. Motivation in organizations
7. Groups and work teams.
8. Communication.
9. Leadership and Power
10. Conflict and Negotiation.
11. Organizational Culture.
12. Change Management.

## LEARNING ACTIVITIES AND METHODOLOGY

The course combines digital content (on the SPOC e-learning platform) and classroom content. It includes two types of classes: lectures and practical classes in small groups. In the master classes, the students have to visualize the instructional videos on the SPOC e-learning platform and solve the suggested exercises or self-assessment tests. During the master classes, the students' doubts and questions about the content studied in the SPOC are resolved, the level of knowledge acquired is evaluated, and questions are asked to reinforce the concepts. In the practical classes, the exercises and cases proposed in the SPOC platform will be corrected, as well as new group cases proposed by the professor. Finally, students will participate in research activities related to the content of the subject, from which they will receive feedback from teachers on the objectives and research methodologies applied to the problems of the subject. Students may choose to participate in research studies or to carry out various research tasks (reviews, data coding, preparation of materials for research) on issues related to the subject.

Individual tutorials will be held at the request of the students within the timetable set by the teachers. There will also be group tutorials in the practical classes to supervise the development of the final work.

## ASSESSMENT SYSTEM

<b>% end-of-term-examination:</b>	50
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	50

The evaluation of the course consists of:

- Final Exam (50% of final grade). Minimum score of 5 points.
- Company assessment and development plan (30% of final grade): to be completed in teams and presented in class.
- Individual work (10% of final grade): Completion of assignments, tests, and individual participation in practical sessions: includes online summative tests, individual exercises (5%), and relevant class participation in Magistrale Sessions (5%).
- Teamwork (10% of final grade): Group presentations, group solutions to weekly case studies.
- EXTRA CREDIT: Active research experience (10% of final grade): Participation in research studies or other research activities related to the topic. The active research experience will be accompanied by feedback on research methodology related to the studies and activities in which the student has participated.

This evaluation aims to verify the degree to which the student has acquired the skills of knowledge and adaptation to new situations. In addition to working on the enthusiastic attitude to achieve the objectives.

The skills of analysis and ethical behavior are closely related in this subject and will be assessed through all the evaluation methods mentioned above. Finally, the ability to work autonomously is fundamental, but teamwork and development will also be valued.

Attendance to the practical classes is mandatory, given the percentage of the course that is evaluated in them (final work 25%, team work 10%). Failure to attend a practical session means losing the part corresponding to its evaluation in the discussion of cases and the accumulation of more than 4 absences (with or without justification and without counting the final work exhibition) prevents the continuous evaluation of practices. In this case, the evaluation of the ordinary call would be reduced to the result of the Final Exam (50% of the grade) and the individual work (10%), being also possible to add the extra credit corresponding to the active experience in research (10%). Alternatively, the Extraordinary Examination Call evaluates the knowledge of the subject through an exam worth 100% of the final grade.

Note: Students following the course through the EVE project will have a grading system according to the

<b>% end-of-term-examination:</b>	50
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	50

online modality.

Use of Artificial Intelligence tools is selectively allowed in this course. In the activities developed in the course, AI tools can be useful and their use is allowed. In case they are used, they must be properly cited. Notwithstanding the above, if an inappropriate (plagiarism), fraudulent or excessive use of them is detected both in the continuous evaluation activities and in the exam to accredit academic performance, the actions contemplated in this regard in the evaluation of the subject will be applied as provided in the Regulation of the University Carlos III of Madrid of partial development of the Law 3/2022, of February 24, of convivencia universitaria.

#### BASIC BIBLIOGRAPHY

- Robbins, S. P. & Judge, T. Organizational Behavior, Pearson, 2019 (18th Global Edition)

#### ADDITIONAL BIBLIOGRAPHY

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- DeRue, D. S. (2011). Adaptive leadership theory: Leading and following as a complex adaptive process., *Research in Organizational Behavior*, 31, 125-150..
- Denison, D., Nieminen, L., & Kotrba, L. (2014). Diagnosing organizational cultures: A conceptual and empirical review of culture effectiveness surveys. , *European Journal of Work and Organizational Psychology*, 23, 145-161..
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- Porter, L. W., & Schneider, B. (2014). What was, what is, and what may be in OP/OB. , *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 1-21..

- Tjosvold, D., Wong, A. S., & Feng Chen, N. Y. (2014). Constructively managing conflicts in organizations., Annual Review of Organizational Psychology and Organizational Behavior, 1, 545-568..