ORGANIZATIONAL BEHAVIOR

Grado en Administración de Empresas / Bachelor in Business Administration BBA SEP-2024 OBn-NBA.2.S.A

Area Human Resources and Organisational Behaviour

Number of sessions: 20

Academic year: 24-25

Degree course: SECOND

Number of credits: 4.0

Semester: 2º

Category: COMPULSORY

Language: English

Professor: **NERINGA KALPOKAS MATULAITYTE**

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Dr. Kalpokas is an expert in organizational behavior, especially in leadership and effective public speaking. She completed her Ph.D. in organizational and social psychology at the Complutense University of Madrid, for which she received unanimous Cum Laude recognition. Currently, she teaches organizational behavior at IE University (Madrid, Spain). In 2015, she received the Best Professor of Psychology award at IE University and in 2016, 2017, 2018, 2020, 2023 and 2024 she received the award for teaching excellence in Organizational Psychology and Qualitative Research. Moreover, she is the founder and CEO of NkQualitas, in which she provides professional training and consultation services for improving on effective leadership, public speaking, and qualitative research alongside collaborating as the director (Training and Partnerships) with ATLAS.ti Scientific Software Development GmbH.

In addition to this, she is the founder and president of the International Institute for Charismatic Leadership, which aims to foster charismatic leaders by providing a diverse space for continuous learning, sharing knowledge, and creating new ideas and trends in order to expand leadership in our society. She is also regularly invited as a guest speaker at various academic and governmental institutions, including the Higher Council for Scientific Research, Harvard University, and the Ministry of Education of Spain. Her recent accomplishments include publishing research on a new framework for understanding political leadership (based on personal interviews with the most important politicians from Lithuania and Spain, including the King of Spain Juan Carlos I and the presidents of Lithuania Algirdas Brazauskas and Vytautas Landsbergis). She also published research on teaching organizational behavior and qualitative research. In addition to continually expanding and refining her knowledge through research, she regularly presents and collaborates in international conferences, meetings, and the Harvard Club in Spain.

Experience:

- Professor, IE Business School (Spain)
- Director (Training and Partnerships), ATLAS.ti Scientific Software Development GmbH (Germany)
- CEO and Founder, NkQualitas
- President and Founder, The International Institute for Charismatic Leadership (Spain) Visiting Researcher, Harvard University (U.S.A.)

- Manager for Europe and Latin America, ATLAS.ti Scientific Software Development GmbH (Germany)
- Member of Editorial Advisory Board, Journal of New Approaches in Educational Research Vice President, Toastmasters International
- Researcher, Complutense University Research Group GHISTRI (Spain)
- Honorary Collaborator, Complutense University (Spain)

Education:
- Ph.D. in Social Psychology, Complutense University of Madrid (Spain)
- Visiting Researcher at Harvard University
- Certificate of Advanced Studies, Complutense University of Madrid (Spain)

Office Hours

Office hours will be on request. Please contact at:

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SUBJECT DESCRIPTION

This course offers an introduction to Organizational Behavior, a field on human differences, emotions, perceptions, behaviors, and interactions within the context of work organizations. More specifically, the topics include personality, attitude, emotion, and motivation at the individual level, as well as leadership, communication, and conflict at the group/team level. This course addresses issues such as understanding individual differences, motivating employees with various needs, leading groups and teams, resolving conflicts in an organizational context and, eventually, building a high-growth and sustainable organization where people will flourish.

LEARNING OBJECTIVES

Participants with successful completion of this course should achieve the following objectives:

1. Raise awareness and sensitivity regarding the impact of human-related issues in the workplace.
2. List basic organizational behavior principles and explain how these principles influence human behavior in the workplace.
3. Analyze individual human behavior by using knowledge of personality, attitudes, emotions, and motivations.
4. Understand group behavior elements, such as leadership, power, politics, communication, conflict, and negotiation.
5. Enhance critical thinking skills through case studies, class discussions, and group projects.

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	15.0 %	15.0 hours
Discussions	10.0 %	10.0 hours
Exercises in class, Asynchronous sessions, Field Work	6.0 %	6.0 hours
Group work	30.0 %	30.0 hours
Individual studying	39.0 %	39.0 hours
TOTAL	100.0 %	100.0 hours

AI POLICY

In this course, **the use of generative artificial intelligence (GenAI) is encouraged**, with the goal of developing an informed critical perspective on potential uses and generated outputs.

However, be aware of the limits of GenAI in its current state of development:

·If you provide minimum effort prompts, you will get low quality results. You will need to refine your prompts to get good outcomes. This will take work.

·Don't take ChatGPT's or any GenAI's output at face value. Assume it is wrong unless you either know the answer or can cross-check it with another source. You are responsible for any errors or omissions. You will be able to validate the outputs of GenAI for topics you understand.

·AI is a tool, but one that you need to acknowledge using. Failure to do so is in violation of academic honesty policies. Acknowledging the use of AI will not impact your grade.

Suggested format to acknowledge the use of generative AI tools:

I acknowledge the use of *[AI systems link]* to *[specify how you used generative AI]*. The prompts used include *[list of prompts]*. The output of these prompts was used to *[explain how you used the outputs in your work]*.

If you have chosen not to include any AI generated content in your assignment, the following disclosure is recommended:

No content generated by AI technologies has been used in this assignment.

PROGRAM

PART 1: INTRODUCTION

SESSION 1 (LIVE IN-PERSON)

Sustainability Topics:

> - Social Challenge

Overview of course syllabus and requirements.

Introduction to organizational behavior.

Book Chapters: Organizational Behavior (Chapter 1: What is organizational behavior?) (See Bibliography)

PART 2: THE INDIVIDUAL

SESSION 2 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Personality.

Book Chapters: Organizational Behavior (Chapter 4: Personality and values) (See Bibliography)

SESSION 3 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Attitudes.

Book Chapters: Organizational Behavior (Chapter 3: Attitudes and job satisfaction) (See Bibliography)

SESSION 4 (ASYNCHRONOUS)

Sustainability Topics:

- Social Challenge

Emotions.

Book Chapters: Organizational Behavior (Chapter 6: Emotions and moods) (See Bibliography)

SESSION 5 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Motivation.

Book Chapters: Organizational Behavior (Chapter 7: Motivation concepts) (See Bibliography)

SESSION 6 (ASYNCHRONOUS)

Sustainability Topics:

- Social Challenge

Applying motivational theories.

Book Chapters: Organizational Behavior (Chapter 8: Motivation: From Concepts to Applications) (See Bibliography)

SESSIONS 7 - 8 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Midterm.

Group project workshop

PART 3: THE GROUP

SESSION 9 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Group behavior.

Book Chapters: Organizational Behavior (Chapter 9: Foundations of group behavior) (See Bibliography)

SESSION 10 (ASYNCHRONOUS)

Sustainability Topics:

- Social Challenge

Work teams.

Book Chapters: Organizational Behavior (Chapter 10: Understanding work teams) (See Bibliography)

PART 4: THE ORGANIZATION

SESSION 11 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Leadership, power and politics.

Practical Case : Vincit: A Great Place to Work (HRO010269-U-ENG-WOD)
Book Chapters: Organizational Behavior (Chapter 11: Power and politics) (See Bibliography)

SESSION 12 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Leadership, power, and politics (Cont.).

Practical Case : Vincit: A Great Place to Work (HRO010269-U-ENG-WOD)
Book Chapters: Organizational Behavior (Chapter 13: Leadership) (See Bibliography)

SESSION 13 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Organizational culture and organizational change.

Practical Case : Vincit: A Great Place to Work (HRO010269-U-ENG-WOD)
Book Chapters: Organizational Behavior (Chapter 15: Organizational Culture; Chapter 17:
Organizational Change) (See Bibliography)

SESSION 14 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Organizational culture and organizational change (Cont.).

Practical Case : Vincit: A Great Place to Work (HRO010269-U-ENG-WOD)
Book Chapters: Organizational Behavior (Chapter 15: Organizational Culture; Chapter 17:
Organizational Change) (See Bibliography)

SESSION 15 (ASYNCHRONOUS)

Sustainability Topics:

- Social Challenge

Diversity in organizations

Book Chapters: Organizational Behavior (Chapter 2: Diversity in Organizations) (See Bibliography)

SESSION 16 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Conflict and negotiation

Book Chapters: Organizational Behavior (Chapter 18: Conflict and Negotiation) (See Bibliography)

SESSIONS 17 - 18 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Group presentations.

SESSION 19 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Group presentations (cont.)
Q & A for Final Exam.

SESSION 20 (LIVE IN-PERSON)

Final Exam.

EVALUATION CRITERIA

Class Participation (individual): 20% of your grade. Class participation will be evaluated in all sessions. Everyone is expected to be prepared for each class and to be an active participant in class discussions. You are required to attend each one of the classes. Your participation grade will reflect my assessment of your total contribution to the learning environment. This includes not only the frequency of your contributions but also their quality. Participations are evaluated according to the following standard.

- 0: You do not do any of the following:
- 1-5: You are present, on time, and concentrated in class.
- 6-10: You are participating and are part of the discussion.
- 11-15: You are greatly involved in participation, having more than one good point to make.
- 16-20: You participate with really high-quality points, helping advance the in-class discussion and sharpening the in-class debate.

Quality includes among other things: (1) sound, rigorous, insightful diagnosis (e.g. sharpening of key issues, depth, and relevance of the analysis), (2) ability to draw on course materials and your own experience productively, (3) professionalism of your conduct (attendance, punctuality, preparedness, and showing respect to all section members and their class contributions.)

Group Presentation (in groups): 20% of your grade. You need to form a group within the first 2 weeks of the semester. Please refer to the document Group Presentation Instruction for detailed information.

Midterm (individual): 20% of your grade. The midterm takes place in Session 7, covering all chapters learned from Session 1 to 6.

Final Exam (individual): 40% of your grade. The final exam takes place at the end of the course. Chapters covered in the midterm will *not* be tested in the final exam. The duration is 50 minutes. Please note that there is a minimal passing grade of 4 (out of 10) for the final exam. In case you receive a lower than 4 in the final exam you will automatically fail the course. Refer to the following information for resit/retake policy.

criteria	percentage	Learning Objectives	Comments
Class Participation	20 %		
Group Presentation	20 %		
Midterm	20 %		
Final Exam	40 %		

RE-SIT / RE-TAKE POLICY

Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or "re-sit") in June/July.

Students who do not comply with the 80% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

The Extraordinary Call Evaluation criteria will be subject to the following rules:

- Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).

- It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in

advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)

- The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., "notable" in the extraordinary call.

- Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session.

- Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.

- In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re- taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

BIBLIOGRAPHY

Compulsory

 - Stephen P. Robbins, Timothy A. Judge.. (2021). *Pearson MyLab Management - Instant Access - for Organizational Behavior.* Updated18e, Global edition. Pearson. ISBN 9781292259239 (Digital)

   The electronic version of this textbook is freely available on IE Campus

BEHAVIOR RULES

Please, check the University's Code of Conduct here. The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy here. The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code here. The Program Director may provide further indications.