
ORGANIZATIONAL BEHAVIOR

IE University

Professor: **BIN MA**

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Academic year: 22-23

Degree course: SECOND

Semester: 2º

Category: COMPULSORY

Number of credits: 3.0

Language: English

PREREQUISITES

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.

OBJECTIVES AND SKILLS

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.

METHODOLOGY

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	10.67 %	8 hours
Discussions	6.67 %	5 hours
Exercises	5.33 %	4 hours
Group work	26.67 %	20 hours

Other individual studying	50.67 %	38 hours
TOTAL	100.0 %	75 hours

PROGRAM

PART 1: INTRODUCTION

SESSION 1 (LIVE IN-PERSON)

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)

Personality.

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

SESSION 3 (LIVE IN-PERSON)

Attitudes.

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

SESSION 4 (ASYNCHRONOUS)

Emotions.

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

SESSION 5 (LIVE IN-PERSON)

Motivation.

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

SESSION 6 (ASYNCHRONOUS)

Applying motivational theories.

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

PART 3: THE GROUP

SESSION 7 (LIVE IN-PERSON)

Group behavior.

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

SESSION 8 (ASYNCHRONOUS)

Work teams.

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

SESSION 9 (LIVE IN-PERSON)

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 10 (LIVE IN-PERSON)

Leadership, power, and politics (Cont.).

Book Chapters: Organizational Behavior (Chapter 13: Leadership) (See Bibliography)

PART 4: THE ORGANIZATION

SESSION 11 (LIVE IN-PERSON)

Organizational culture and organizational change.

Reading: Textbook

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 12 (LIVE IN-PERSON)

Organizational culture and organizational change (Cont.).

Book Chapters: Organizational Behavior (Chapter 15: Organizational Culture; Chapter 17: Organizational Change) (See Bibliography)

SESSION 13 (LIVE IN-PERSON)

Group presentations.

SESSION 14 (LIVE IN-PERSON)

Group presentations.

SESSION 15 (LIVE IN-PERSON)

Final Exam.

BIBLIOGRAPHY

Compulsory

- Stephen P. Robbins, Timothy A. Judge.. (2021). *Pearson MyLab Management - Instant Access - for Organizational Behavior*. Organizational Behavior, eBook, Updated 18e, Global. Pearson. ISBN 9781292259239 (Digital)

Activation instructions will be provided in Session 1. The electronic version of this textbook is freely available on IE Campus

EVALUATION CRITERIA

Criteria	Percentage	Comments
Class Participation	20 %	
Group Presentation	30 %	
Online Tests	10 %	
Final Exam	40 %	

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): 30% 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.

Online Tests (individual): 10% of your grade. There are 10 online quizzes on the MyLab platform (Lockdown Browser Required). Each quiz has 10 multiple-choice questions that you should finish within 20 minutes. Please make sure your internet connection before you start. Once you start one test, you have to finish it within one-sit. Also, the quizzes cannot be reopened/renewed once you start or when it passes the deadline. The deadline of each test can be viewed on MyLab platform. Access: IE Online Campus (Blackboard System) -> OB Course -> MyLab Management All Assignments (One example of the test on the list: Sn2 Test 1 Ch4 = Session2 Test 1 on Chapter 4).

Final Exam (individual): 40% of your grade. The final exam takes place at the end of the course and covers all topics and readings addressed in the course. 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.

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 70% 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.

PROFESSOR BIO

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Dr. Bin Ma's research is primarily on leadership with three focuses: 1) leadership in dyadic and/or team level settings; 2) strategic leadership and its impact on organizational outcomes; and 3) leadership in the contexts of entrepreneurship and innovation. His work was published in the Journal of Occupational and Organizational Psychology, Academy of Management Best Paper Proceedings, among others, and was reported by public media, such as Forbes. He frequently presents his research at international conferences. Prior to his doctoral education, from 2007 to 2011, he co-founded Fulighten Optoelectronics Tech Co. Ltd, Shenzhen, China, and operated the company as the vice president and marketing executive. He also serves as the Academic Director of IE China Center, the research center at IE with a focus on business management and economic growth in China.

Education Background

- Ph.D. in Management, M.Phil. City University of New York
- M.S.-Organizational Behavior. New York University

Teaching Experience

- Lecturer, Trulaske College of Business. University of Missouri, Columbia
- Lecturer, Zicklin School of Business. Baruch College, City University of New York

OTHER INFORMATION