

Asignatura

Nombre Asignatura	Comportamiento Humano de las Organizaciones
Código	100222026
Créditos ECTS	6.0

Plan/es donde se imparte

Titulación	Grado en Administración y Dirección de Empresas (Plan 2022)
Carácter	OBLIGATORIA
Curso	3

Profesores

Nombre	Hermann Bohnekamp
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Datos Generales

➤ CONOCIMIENTOS RECOMENDADOS

COURSE PREREQUISITES:

Students should have completed elementary courses in business and economics. They should also possess, at the least, an intermediate level command of the English language.

➤ OBJETIVOS TEÓRICOS

COURSE DESCRIPTION:

We expect that at some point in your career you will assume leadership roles in business, government, or nonprofits. As a matter of fact, you may also need to move fluidly between these sectors. But wherever you go, and whatever you do, you will be working in organizational environments that will test your ability to get things done.

In this course we will explore the organizational contexts and how you, as an individual actor in such environments, can succeed in achieving your personal, professional, and institutional objectives.

We will examine theories from the organizational behavior (OB) field. We will then look at frameworks that can help you and others build your/their own agenda for personal growth.

➤ OBJETIVOS PRÁCTICOS

Our lecture sessions will hopefully turn into lively discussions on the topics and case studies presented. Use this opportunity to hone your communication skills a prerequisite for apt management and leadership practice.

➤ COMPETENCIAS QUE SE DESARROLLAN

COMPETENCIES THIS COURSE AIMS TO DEVELOP:

Problem solving, dealing with critique. Clear communication and effective teamwork.

Applying theory to practical contexts. Finding and processing relevant information.

Understanding the broader socioeconomic context, both domestically and internationally.

Ability to contribute to good managerial practice, in business and other sectors.

Diagnosing organizations, identifying and anticipating problems they might face.

➤ **CONTENIDO DEL PROGRAMA**

SCHEDULE & CONTENTS:

1) Getting Things done Through People

Management - an age-old human technology.

2) Scientific Management

Ford's River Rouge Plant. Taylor and the efficiency movement.

3) Organizational Principles

Fayol's 14 Principles, Weber's Ideal Bureaucracy, Drucker's MBO.

4) Leadership Traits and Styles

Traits, styles and contingencies. Transformational leadership.

5) Leadership Credos

Machiavelli vs Greenleaf and Parker-Follet. Role models.

6) On Motivation

Maslow on motivation, Herzberg's two factors, McGregor's theory X and Y.

7) The Need for Achievement

Vocational choices. The psychological contract. Self-concepts.

8) Roles, Interactions and Stress

Personality variables behind conflicts, misunderstandings and strain.

9) Power and Influence

Sources and determinants of power and authority. Influencing patterns.

10) The Culture of Organizations

Organizational ideologies and their consequences.

11) On Teamwork

Group effectiveness. Group blockages. Hidden agendas. Group think.

12) Managing Human Assets

Appraisal Schemes. Career development. Compensation systems.

13) Leading with Emotional Intelligence

IQ and EQ. Self-regulation, motivation, empathy and social skills.

14) Self-Awareness

Character and personality ethics. Paradigms and principles. Habits.

15) On Personal Effectiveness

Covey on moving from dependence to independence to interdependence.

➤ **ACTIVIDADES FORMATIVAS**

COURSE FORMAT:

Lectures paired with case discussions and student-led presentations.

➤ **CRITERIOS Y MÉTODOS DE EVALUACIÓN**

DELIVERABLES AND GRADING:

Three components will account for your final grade for this course:

Your personal contribution to class discussions (25 pct).

A group assignment / analysis and its presentation to the class (25 pct).

A final written exam at the end of term (50 pct).

Note that to gain credits for this course, you will need to achieve at least 5 out of 10 grade points in the end-of term exam. This rule will equally apply to exam re-sits.

➤ **BIBLIOGRAFÍA Y RECURSOS BÁSICOS**

READINGS & MATERIALS:

Scripts for lectures will be posted on the course intranet site.

The course textbook is:

Pugh, D.S. (2007) *Organization Theory: Selected Classic Readings 5th Edition* London: Penguin.

The following articles will be distributed as course reader:

Bennis & Thomas (2002): *Crucibles of Leadership*

Chan Kim & Mauborgne (2003): *Tipping Point Leadership*

Fisher & Ury (1981): *Getting to Yes*

Goffee & Jones (2000): *Why Should Anyone Be Led by You?*

Goleman (2000): *Leadership That Gets Results*

Herzberg (1987): *One More Time: How Do You Motivate Employees*

Katzenbach & Smith (1993): *The Discipline of Teams*

Nohria et al (2008): *The Definite Guide to Recruiting in Times Good or Bad*

Tannenbaum & Schmidt (1973): *How to choose a Leadership Pattern*

Trompenaars (1996): *Resolving International Conflict*

Optional texts, highly recommended:

Covey. S.R. (1992). *Principle-Centered Leadership*. New York: Simon & Schuster

Mukunda, G. (2012) *Indispensable: When Leaders Really Matter*. HBR Press, Boston.

Royal Military Academy (1947) *Serve to Lead, 2019 Ed* RMA, Sandhurst, UK.

U.S. Marine Corps (1997) *Warfighting Manual*. Dept. of the Navy, Washington, DC.

➤ **HORARIO, TUTORÍAS Y CALENDARIO DE EXÁMENES**

Lecture sessions: As stipulated in the program schedule.

Tutorials: Upon prior appointment, Tuesdays 14hrs onwards.

Date of final exam and re-sits: As advised in the official exam calendar.

➤ **PUBLICACIÓN Y REVISIÓN DE LA GUÍA DOCENTE**

Syllabus dated July 17th, 2023.