Organizational behavior

Cursus

Managmt, tech et entr. MA2, MA4 Opt.

Summary

This course provides key concepts and tools to understand and influence behaviors of individuals and groups in organizations. Participants will acquire essential knowledge for developing their leadership potential in areas such as decision making, influence, motivation and team dynamics.

Content

Course framework: The congruence model
The course will kick off by providing a rigorous, analytical framework for diagnosing organizational problems, developing solutions and implementing effective action. This model will be used throughout the course to organize the different topics and clarify how they are interrelated.

Individual-level foundations of organizational behavior
Once the framework has been introduced, the course will dive into understanding individual-level foundations of organizational behavior. Grounded in rigorous empirical research, topics covered will include personality, motivation, decision making (including biases and heuristics) as well as creativity.

Group-level foundations of organizational behavior
Building on these individual-level foundations, the course will then focus on organizational phenomena that arise when individuals come together and interact. Topics covered will include influence and power, social capital and networks, team dynamics and organizational identity and culture.

Keywords

Organizational behavior, Decision making, Motivation, Influence, Group/Team dynamics, Identity/Culture

Learning Outcomes

• Describe key concepts of organizational behavior (incl. their relationship)
• Detect heuristics and biases in decision making
• Analyze and propose measures for facilitating motivation
• Recognize and counter influence and power tactics
• Anticipate and manage team dynamics
• Demonstrate sensitivity to organizational identity and culture

Transversal skills
• Demonstrate the capacity for critical thinking
• Continue to work through difficulties or initial failure to find optimal solutions.
• Take account of the social and human dimensions of the engineering profession.
• Communicate effectively with professionals from other disciplines.
• Identify the different roles that are involved in well-functioning teams and assume different roles, including leadership roles.
• Negotiate effectively within the group.
• Respect the rules of the institution in which you are working.

Teaching methods
Interactive lecture, group experiments, written report, guest lecturer

Expected student activities
• Individual precourse reading and session preparation
• Active listening and participation in class
• Team work and project preparation
• Presentation of team project

Assessment methods
Continuous assessment combining:
25% participation during the semester
25% team project evaluation
50% written exam

Supervision
Assistants Yes

Resources
Virtual desktop infrastructure (VDI)
No

Bibliography
Will be provided in course syllabus at the beginning of the semester