

MGT-412

Organizational behavior

Cursus	Sem.	Type
Energy Management and Sustainability	MA2, MA4	Opt.
Management, Technology and Entrepreneurship minor	E	Opt.
Managmt, tech et entr.	MA2, MA4	Opt.

Language of teaching	English
Credits	2
Withdrawal	Unauthorized
Session	Summer
Semester	Spring
Exam	During the semester
Workload	60h
Weeks	14
Hours	2 weekly
Courses	1.5 weekly
Number of positions	50

It is not allowed to withdraw from this subject after the registration deadline.

Remark

Not given in 2018-19 Special schedule. See the MTE website: <http://cdm.epfl.ch/mte/study-plan>

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