MIM 2020-2021 Period 1
2 credits

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ORGANIZATIONAL BEHAVIOR

Introduction

Career advancement in the business world depends on "people skills" more than any other ability. Although you may excel at early stages of your career on the basis of outstanding technical skills, this will be less and less true as move into management and leadership positions. Simply put, your ability to deal effectively with people will outweigh any technical skills you might have going forward in your professional career.

Over the past several decades, psychologists, neuroscientists, sociologists, economists, biologists, and anthropologists have discovered an enormous amount about the human mind and human behavior, and these scientific insights will permeate the content of the course. At the same time, it is important to emphasize that people are not numbers: To be an effective manager and leader, you cannot simply plug variables into an equation and come out with a right answer; often there is no "right" answer. Instead, when working with people, you must exercise your own judgment and critical-thinking ability, making the best decisions possible with incomplete information.

The course is designed to address several fundamental aspects of managing and leading people in organizations. These include understanding human behavior and work motivation, inspiring trust and commitment, managing interpersonal relationships and conflict, working in teams, developing talent, and fostering a sense of mission in the organization.

This course will thus help students develop an understanding of the increasing complexity of leading and managing people at different levels of the organization. By relying on theoretical, empirical, and practical frameworks, this class will provide the tools necessary for students to get them ready to make meaningful contributions as future leaders of people, teams, and organizations.

Objectives

This course intends to achieve three main objectives:

- *Doing things through people*: A greater understanding of what basic motives drive people's behavior, and how we can influence those motives.

- *Effective and meaningful interpersonal relationships*: A greater appreciation of how to foster effective and meaningful interpersonal relationships in the workplace. This requires understanding effective and ineffective uses of power and influence, and learning how to address conflict. We will also focus on how to develop talent and

foster effective teamwork and how to promote organizational cultures aligned with the company´s mission.

- *Global business environment*: A greater understanding of how to develop and lead people in a global business environment. We will work with cases from multiple continents and diverse cultural contexts with the aim of developing students' ability to identify, adapt to, and prosper in different organizational contexts.

Competences

Basic Competences

- CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.
- CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.
- CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

General Competences
- CG1 - Listen, understand, and contrast the points of view of others to make an objective composition of a business situation. Communicate in a structured and persuasive way. (Interpersonal communication).
- CG2 - Work effectively in multicultural teams, assuming the leadership of a project when required. Integrate the value of diversity in the decision process and teamwork. (Ability to work in multicultural teams).
- CG3 - Critically evaluate the information and the context of a business situation to reach its own conclusions for making prudential decisions. (Critical thinking).
- CG4 - Acquire the self-knowledge and self-control necessary to work effectively in professional environments under pressure, understanding the motivations of others and the culture of the company. (Emotional intelligence).
- CG5 - Apply proven ethical criteria in making business decisions, respecting the intrinsic dignity of each person and the achievement of the common good. (Integrity).
- CG6 - Develop a proactive and open mindset to organizational change in order to design and promote process improvement initiatives and facilitate one's ability to adapt to new organizational cultures. (Innovative spirit).

Specific Competences
- CE03 - Analyze and design optimized customer-oriented operations and logistics systems, according to the principles and applicability of the Lean philosophy (eliminate what does not add value).
- CE04 - Design strategies for product and service operations optimizing the supply chain by applying the theory of restrictions (TOC), input-output analysis and queuing theory.
- CE07 - Develop rigorous business plans that achieve viability status as scrutinized by real investors.

Content

The course is divided in five modules:

1. *Leadership.* We focus on three levers of effective people leadership: power (use and misuse), authority, and trust. We explore leadership styles and cutting-edge notions of leadership in organizations.
2. *Self-Management.* We explore individual motivation and the basic types of motives: extrinsic vs. intrinsic, and pro-self vs. pro-social. Also, we examine personality, productivity, emotional intelligence, stress-management, personal-professional balance, relationship styles, happiness, and well-being.
3. *Teams*. We focus on managing teams effectively in global and diverse business contexts.
4. *Conflict management*. We focus on managing expectations, negotiating over scarce resources, understanding the emotional side of conflict, and healing broken relationships.
5. *Culture*. We explore how to create and change organizational culture. All the topics discussed previously happen in specific organizational contexts, and such contexts can cast strong influence on how people perceive and interpret a situation.

Evaluation

60% Class participation
40% Final report

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.