PRESENTACIÓN

Breve descripción:

The general objective of this course is to deepen understanding of individual behaviour within organisations, considering variables at the individual, group and organisational levels.

At the individual level, we will delve into key elements of personal development: understanding one's own temperament, developing personal skills, motives and motivations, integrating personal and professional development, decision-making and personal meaning and purpose at work.

At the group level, we will study the group and the team, the process of building interpersonal trust, and keys to creating a high-performance team that combines results generation with high levels of unity among its members.

At the organisational level, we will analyse change management and the different elements to consider for an organisational transformation process.

- **Titulación**: Bachelor's in Business Administration. Bachelor's in Economics.
- **Módulo/Materia**: Economics and Business/Economics and Enterprise
- **ECTS**: 3
- **Curso, semestre**: 4th year, eighth semester
- **Carácter**: Compulsory
- **Profesorado**: Professor James Lockhart and Dr. Álvaro Lleó
- **Idioma**: English
- **Aula, Horario**: Class Schedule Link

RESULTADOS DE APRENDIZAJE (Competencias)

CG4: Reason independently and critically on topics relevant to economics and/or business.

PROGRAMA

Learning Outcomes

· Teach key concepts for organisational behaviour.

· Provide students with models that allow them to understand the complex world of human relationships in organisations.

· Cause students to believe in human potential.

· Generate student interest in continuing their education in organisational behavior.

· Develop key competencies to enhance personal development and trust relationships.

· Develop the ability to make informed decisions.

Course Objectives

You will:

• Understand **behavioural dynamics** of leadership and groups to gain insight into managing team processes.

• Build greater **self-awareness** of your leadership style through practical tools to enhance your capability to lead relationships and teams.

• Develop a **broader repertoire of approaches** to more effectively collaborate with, motivate and guide others in complex group settings.

• Learn actionable frameworks and methodologies to accelerate your continuous **personal and professional growth**, elevate communication and drive results.

• Gain **analytical approaches** to leadership for navigating ambiguity and solving multifaceted challenges.

• **Apply learnings** to a personalised leadership development plan outlining tangible actions for improvement.

Content and Concepts:

- Introduction and Personal Journey Map
- Personhood, Self-awareness, Environmental and Social Characteristics
- Professional Credibility Ladder and Credibility Predictors
- Virtues, Values and Character Strengths
- Groups, Teams, the Value of Teams and High Performing Teams
- Team Dysfunctions
- Stages of Team Development
- Team Behaviours (FIRO-B)
- Change, Communication and Diversity
- Inclusion, Relational Sensitivity and Attentiveness to Diversity
- Intercultural Capability
- Reflective Writing and Journaling Critical Incidents
- Coaching
- Feedback

ACTIVIDADES FORMATIVAS

The total average time that a student should dedicate to the course would be **75 hours** distributed as follows.

· Lectures with theoretical explanations, case analyses, classroom exercises and simulations: **30 hours.**

· Personal and teamwork: **45 hours.**

EVALUACIÓN

CONVOCATORIA ORDINARIA

· Attendance and relevant participation in class (15%)

· Preparation work for sessions (15%)

· Final group project (20%)

· Exam with theory and a practical case (50%). Passing the exam is necessary to pass the course

CONVOCATORIA EXTRAORDINARIA

· Exam with theory and a case study (100%).

HORARIOS DE ATENCIÓN

Professor James Lockhart **(jlockhart@unav.es)**

- Despacho......... Edificio. Planta ......
- Horario de tutoria: By appointment

BIBLIOGRAFÍA Y RECURSOS

James Lockhart will provide required and optional recommended readings, videos, journal reflections and assignments at the end of each session to support your learning. The following are references and resources which students will find useful to supplement their study.

1.1. Organisational Behaviour References (*bold denotes a resource popularly used at top business schools globally***):**

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· Forbes Expert Panel. 13 Strategies for Breaking Down Silos and Boosting Interdepartmental Communication. *Forbes Business Council*, 2023 March 10. https://www.forbes.com/sites/forbesbusinesscouncil/2023/03/10/13-strategies-for-breaking-down-silos-and-boosting-interdepartmental-communication/?sh=705640c8722d

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1.2. Other Organisation Behaviour Resources

Global Leadership and Organisational Behavior Effectiveness (GLOBE Project): *In the early 1990s, late Professor Robert J. House from Wharton School of Business, who was a visiting professor at Gustavson School of Business at the time, conceived the idea of a large-scale international study of cultural, leadership and organisational practices. His host Gustavson's Dr. Ali Dastmalchian, together with his colleague Dr. Mansour Javidan were the first to begin the data collection in the Middle East. Since then, the GLOBE project has expanded to more than 200 researchers from 62 countries and has become one of the largest, most prestigious and most comprehensive studies of its* kind in the social sciences.

· GLOBE Country Map, Culture Groups and Country List: https://globeproject.com/results#country

· GLOBE Scholarly Publications: https://globeproject.com/publications#articles

· GLOBE Books: https://globeproject.com/books

Other Resources:

· Global Competence Associates. Global Competence Model™: https://globallycompetent.com/global-competence-model/

· OECD. *Preparing Our Youth for an Inclusive and Sustainable World: The OECD PISA global competence framework*. (NB: *PISA* is the OECD's Programme for International Student Assessment) https://www.oecd.org/education/Global-competency-for-an-inclusive-world.pdf

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