UNIVERSITÀ
LUM | GIUSEPPE DEGENNARO

Name	ORGANIZATIONAL BEHAVIOUR
Course unit	-
Academic discipline	SECS P/10
Academic year and semester	2nd year, 2nd semester
Teaching language	English
University education credits/ CFU	6
Teaching hours	36
Teachers' name	Alessandra Ricciardelli Antonio Ardimento (point 4 of the Course Syllabus – see below)

Expected Learning Outcomes	From the perspective of management, the course has the purpose to develop student's understanding of how a business behaves and works and how it can be made to work better.
	In this course, the student will explore the key approaches, concepts and issues in organizational behaviour and how they apply to them as potential workers within organizations. It is important that the student acknowledges the role that people have within organizations and how people behave in there either as individuals (hence, as a part of a system of interactions) either as leaders or members of a working group.
	The student will understand that the most important element in any organization is its people. By utilizing human talent effectively, all of an organization's other resources become much more feasibly managed. Recognizing this, the behavioural sciences have become an integral part of the field of management and the knowledge base of organizational behaviour has proliferated. Therefore, by this course, the student will be put in the condition to investigate why people act as they do, along with how managers can prevent workplace misbehaviour.
	Students will be provided with theoretical and practical know-how regarding the strategies and decisions involved in people management, in order to build sustainable work relationships and improve individual and group performance.
	Some lectures will be dedicated to the study of the relational and managerial skills that are currently most in demand within organizations.
	More generally, the course has the overall goal to develop the student's awareness on organizational culture, its impact on individual, group and role behaviour and how it influences the processes of organizational change and innovation.
	
	Key Competencies:
	
	 Knowledge and ability to understand
	At the end of this course students should be able to:
	  ● gain knowledge of organizational behaviour theories and principles;
	  ● acknowledge the determinants that have an influence and an impact on people's behaviour.
	These determinants are: motivation and engagement processes, organizational culture, teamwork and group dynamics, leadership and role relationships, technology and communication forms, division of labour as well as mechanisms of coordination. .

	Autonomy of judgment At the end of this course students should be able to: ● develop a critical and comparative awareness of the modalities of social and role relationships within the organizations they get in touch with and within the enterprises they will work for in the future; ● assess and evaluate problems related to people management, change management, engagement and motivation, communication and team leading within complex organizations; ● compare strong and weak points of different people management strategies in order to choose appropriate solutions, to identify best practices and build sustainable relationship models between organizations and employees. Communication skills At the end of the course of study, students will have a strong ability to analyze, synthesize, explain clearly and use their own language to communicate effectively with other professionals within the context of firms and organizations.

Course Syllabus	The course programme is structured into four different content areas dealing with the following issues:
	- the role of the individual within organizations,
	- the relationship dynamics and processes among individuals, groups and roles,
	- the cultural and change processes within organizations
	- the recruitment and selection of personnel in private institutions
	
	Considering that the macro areas above are inextricably connected, they will provide an overall overview of the behaviour skills, which are demanded by business organizations.
	
	More specifically, the four macro areas will be detailed as follows::
	1. Individual behaviour within organizations: Individual differences and personality; Job satisfaction, empowerment and engagement;
	2. relationship dynamics and processes among individuals, groups and roles: individual performance determinants: motivation and skills; Motivation processes and strategies; Perceptions and individual decisional process;
	3. cultural and change processes within organizations : relational and interpersonal processes within organizations; Group dynamics and processes; team-working: adoption, effectiveness, competences; Communication processes within organizations; Organizational power and leadership; Organizational culture; Organizational change;
	4. processes that govern the recruitment of staff in all its dimensions:
	    ● analysis and study of the job demand, the company mission and the vision;
	    ● the job analysis, drafting of the job description and job profile;
	    ● publication of the job advertisement through internal and external channels;
	    ● screening of *curriculum vitae*;
	    ● drafting of the *curriculum vitae*;
	    ● telephone interview and individual interview, possible group assessment;
	    ● drafting of the selection report and on boarding phase.

Course Structure	The teaching and learning process is dynamic and requires active student participation: students will analyze company case studies and incidents in group, they will participate to guided simulation games and assessment sessions: practical experiences will be followed by guided debriefing and a class discussions to share the main lessons learnt; lectures will provide the sharing of theoretical models. Regular class attendance is highly recommended.

Evaluation Methods	The evaluation is based on individual oral examination which includes three open questions aimed to assess the understanding of the main models and theories of the discipline and the ability to use theoretical models to interpret and analyse organizational behaviour in business contexts.
Assessment Methods	The assessment of learning is based on a final grade expressed in 30/30. In order to obtain a score of 18/30 or higher, students must demonstrate that they have acquired sufficient knowledge of the topics of organizational behaviour in business contexts and that they use clear and appropriate language consistent with the course topics.

	In order to obtain a score of 22/30 or higher, the student must demonstrate that he/she has acquired a good knowledge of all the topics covered by the course and is able to discuss examples of organizational behaviour in business contexts. To obtain a score of 27/30 or higher, students must demonstrate that they have acquired excellent knowledge of all the topics covered by the course, are able to link them in a logical and coherent manner and are able to analyze and evaluate examples of organizational behaviour in business contexts. The assessment criteria indicated above are the same for both attending and non-attending students.
Prerequisites	Previous knowledge of Organization theory and design
Teaching material and suggested bibliography	Allen, N. J. Organizational commitment. In Rogelberg, S. G. (Ed.). Encyclopedia of industrial and organizational psychology Vol. 2 (pp. 548-551). Thousand Oaks, CA: Sage French Ray, Rayner Charlotte, Rees Gary, Rumbles Sally, Organizational Behaviour, Wiley, 2015, 3rd Edition (Selected Chapters). Natemeyer W. E., McMahon J. T., Classics of Organizational Behaviour, Management, which is the process of stated Objectives, Planning, Organizing, Directing, Controlling, and Staffing to achieve stated (formalized) objectives. Wagner, J. A., & Hollenbeck, J. R. (2010). Organizational behavior: Securing competitive advantage. New York: Routledge.