

MG/IB/IM MANAGING BEHAVIOR IN ORGANIZATIONS

IES Abroad Vienna

DESCRIPTION:

The course is designed to enhance students understanding of organizations; focus on the key knowledge, skills and abilities required to successfully lead organizations; emphasis on the fundamental management competencies; and the dynamic environments in which organizations exist.

Discussion and assessment of the newest developments in organizational behaviour and practice of the fundamental management competencies.

The course is held in Vienna with both its origin of the three Schools of Psychotherapy (Sigmund Freud, Alfred Adler, Viktor Frankl) providing the behavioural fundamentals as well as the origin of Peter Drucker, the inventor of modern management and the first business university founded in 1898 originally seated near the Sigmund Freud house in Vienna.

Success cases of both North American and European leading companies such as Magna, OMV, Voest Alpine, Google, General Electric and General Motors are used in order to enhance the understanding of successful management of behavior. Students have the opportunity to select truly global companies in accordance with the instructor within the project assigned during the semester. The course focuses on the essential concepts and practices of organizational behavior and examines the challenges of managing human behavior in organizations. Reviews foundations of modern management thought. Discusses current and emerging management topics: emphasizes leadership, motivation, communication, human relations, group dynamics, job design, organizational development, and managing a diverse workforce.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: Introductory-level courses in business, economics and/or finance are recommended.

METHOD OF PRESENTATION:

- Lectures
- Role games
- Group and single work
- Discussions
- Student presentations
- Excursions to the Viktor Frankl Institute and Sigmund Freud Association in Vienna supplement the understanding of modern management competencies.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Class discussions and student presentations - 35%
- Midterm exam, based on lectures and complementary reading- 25%
- Final exam, based on lectures and complementary reading - 40%

The results contribute a specific percentage rate to the final grade (see brackets above). Excused absence as of IES Vienna Attendance Policy.

LEARNING OUTCOMES:

By the end of the course students will be able to:

- Knowledge of the relevant theories and essential management concepts.
- Understanding and practice of organizational behaviour on the individual, group and process level.

- Familiarity with the roots and foundations of organizational behaviour and management thought and its application to modern management practice.
- Understanding of the newest developments in organizational behaviour. Development and practice of the fundamental management competencies.
- Awareness of the key knowledge, skills and abilities required to successfully lead organizations.
- Familiarity with the application and practice of managing behaviour in organizations.
- The ability to discuss and interpret organizational behaviour and cross cultural management issues in order to successfully manage organizational behavior.

ATTENDANCE POLICY:

IES Vienna requires attendance at all class sessions, including field study excursions, internship meetings, scheduled rehearsals, and all tests and exams. Attendance will be taken for every class. If a student misses more than two classes without an excuse, the final grade will be reduced by one-third of a letter grade (for example, A- to B+) for every additional unexcused absence.

Excused absences are permitted only when:

- 1) a student is ill (health issues),
- 2) when class is held on a recognized religious holiday traditionally observed by the particular student, or
- 3) in the case of a grave incident affecting family members;
- 4) Exceptions may be made for conflicting academic commitments, but only in writing and only well in advance of missed class time.

CONTENT:

Session	Content	Readings
Week 1	Introduction 1. why study managing behavior in organizations 2. overview: behavioral science and the 3 levels of analysis (individual, group and organizational) 3. strategy and organization 4. its impact on Managing Organizational Behavior	• Cavusgil 2008, chapter 11
Week 2	1. Overview of the relevant theories (hand-outs on organizational behavior;	• Cavusgil 2008, chapter 19, Human Resource Management
Week 3	Organizational Behavior 1. Organizational Behavior, Justice, Ethics and CSR and Psychological Processes in Organizations 2. Application and Practice (one well-run company in detail)	• Greenberg 2009, ch. 1-3
Week 4	1. The Roots of Organizational Behavior with special consideration of the Three Viennese Schools of Psychotherapy (Freud, Adler,	

	Frankl) and its application to today's management	
Week 5	Personal Skills 1. Personal effectiveness and Communication, Problem Solving and Ethics 2. Application and Practice (example of a well-run company in detail) 3. Individual Behavior: Coping with Organizational Life: Emotions and Stress, Work-Related Attitudes 4. Organizational Commitment and Performance Management Theory 5. Application and Practice (one well-run company in detail)	• Baldwin 2008, ch. 1-3 • Greenberg 2009, ch. 4-5; Baldwin 2008, ch. 5
Week 6	Motivation (individual and interpersonal), Power and Influence 1. Application and Practice (one well-run company in detail)	• Greenberg 2009, ch. 6; Baldwin 2008, ch. 4+6
Week 7	Group Behavior 1. Interpersonal Behavior in the Workplace, Organizational Communication, Group Processes and Work Teams 2. Theory 3. Application and Practice (one well-run company in detail) 4. Making Decisions in Organizations and Leadership 5. Application and Practice (one well-run company in detail)	• Greenberg 2009, ch. 7-9 • Baldwin 2008, ch. 7; • Greenberg 2009, ch. 10-11
Week 8	Organizational Processes 1. Culture, Creativity, Innovation, Team Effectiveness and Designing Effective Organizations 2. Application and Practice (one well-run company in detail)	• Greenberg 2009, ch. 12-13; • Baldwin 2008, ch. 8
Week 9	Organizational Change, Conflict and Negotiation 1. Application and Practice (one well-run company in detail)	• Baldwin 2008, ch. 9+10 • Greenberg 2009, ch. 14
Week 10	1. Management issues (focus on cross cultural and cross boarder management).	• Cavusgil 2008, ch. 5

	2. Future developments in managing behavior in organizations in the global market	
Week 11		
Week 12	Final Exam	

COURSE-RELATED TRIPS:

- Bratislava and Gabčíkovo-Nagymaros Waterworks

REQUIRED READINGS:

- Baldwin, T.; Bommer, W.; Rubin, R. (Baldwin): Developing Management Skills, McGraw-Hill, 2008.
- Cavusgil, S. Tamer; Knight, Gary; Riesenberger, John R. (Cavusgil): International Business: Strategy, Management and the New Realities. Pearson Education, Pearson Prentice Hall, 1st edition, 2008 (chapters 5, 11 and 19)
- Greenberg, Jerald (Greenberg): Managing Behavior in Organizations, Pearson, 2009.

RECOMMENDED READINGS:

- Baron, James H.; Kreps, David M. (Bacon): Strategic Human Resources. Framework for General Managers. Latest version.
- Gomez-Mejia, Louis; Balkin, David; Cardy, Robert (Gomez): Managing Human Resources. Prentice Hall, 2007.
- Robbins, Stephen P. (Robbins): Self-Assessment Library, Prentice Hall, 2007.
- Staw, Barry M. (Staw 2004): Psychological Dimensions of Organizational Behavior, Prentice Hall, 2004