



MG/IB/IM 302 MANAGING BEHAVIOR IN ORGANIZATIONS
IES Abroad Paris

DESCRIPTION:

The course explores key concepts in Organizational Behavior with a focus on developing the knowledge and skills needed to lead effectively in today's dynamic, diverse, and global work environments. Students examine individual, team, and organizational behavior through core topics such as leadership, motivation, communication, group dynamics, decision-making, organizational culture, and change.

The course blends fundamental theory with applied learning. Harvard Business Review articles offer insight into current challenges in leadership and management, while case studies are drawn from well-known companies and provide real-world scenarios for critical analysis and discussion.

Through class discussions, experiential activities, and a team-based project analyzing a global organization. Working independently, teams will select and study a company to assess its organizational behavior through gathering information from public resources, interviews (where possible, and course frameworks.

The course emphasizes global and cross-cultural perspectives while drawing on local context to support culturally aware leadership.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

SCHEDULE: Tuesdays 11:55am to 3pm

INSTRUCTOR: Mr. FOX

LANGUAGE OF INSTRUCTION: English

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

METHOD OF PRESENTATION:

- Lectures
- Class Discussions
- Case Studies
- Group and Individual work
- Student presentations
- Applied Learning Projects

REQUIRED WORK AND FORM OF ASSESSMENT:

- Class discussions and homework - 25%
- Student presentations - 25%
- Midterm exam, based on lectures and complementary reading- 25%
- Final exam, based on lectures and complementary reading - 25%

Case Studies

When assigned, Case Studies will require students to present their understanding of the case, and prepare:

- a) a brief summary,
- b) and answer the specific questions posed about the case study.

Mid-term

The exam will assess the student's ability to apply key concepts learned during the first half of the course.

Final exam

The exam will assess the student's ability to apply key concepts learned throughout the course.

Participation (class discussions) and homework

The grade is based on completion of homework, in-class quizzes, case studies, general participation in class conversations, and any class activities.

LEARNING OUTCOMES:

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

- Knowledge of the relevant theories and essential management concepts.
- Understand and apply key OB concepts across individual, group, and organizational levels.
- Analyze workplace behaviors using behavioral models and tools
Evaluate leadership, motivation, and communication strategies across cultures.
Reflect critically on behavioral outcomes in organizational settings and design and deliver a team project integrating research and field work.
- Explain their familiarity with the roots and foundations of organizational behavior and management thought and its application to modern management practice.
- Discuss and interpret organizational behavior and cross-cultural management issues in order to successfully manage organizational behavior.

CONTENT:

Session	Content	Reading	Supplemental Reading (HBR)
Session 1 Sept 09 3hrs	Introduction • why study managing behavior in organizations • overview: behavioral science and the 3 levels of analysis (individual, group and organizational) • strategy and organization • its impact on Managing Organizational Behavior	Chapter 1	• Managing Oneself
Session 2 Sept 16 3hrs	Personality, Perception & Values • personality traits and behavior • perception and decision making • values and ethical behavior	Chapter 2, 3	• Making Business Personal • The Focused Leader
Session 3 Sept 23 3hrs	Emotions, Attitudes, Motivations • emotional intelligence • job satisfaction and organizational commitment • motivation theories and practical applications	Chapters 4, 5	• What Makes a Leader? • Employee Motivation: A Powerful New Model
Session 4 Sept 30 3hrs	Decision Making & Creativity • rational vs. bounded rationality • biases in decision-making • fostering creativity in organizations	Chapter 6	• Evidence-Based Management • The Big Idea: Before You Make That Big Decision
Session 5 Oct 07 3hrs	Teams & Communication • stages of team development • effective team dynamics • communication processes and barriers	Chapters 7, 8	• The New Science of Building Great Teams

			Teamwork on the Fly
Session 6 Oct 14 3hrs	Power, Politics & Conflict - sources and types of power - political behavior in organizations - managing and resolving conflict	Chapters 9, 10	- Power Play - How Management Teams Can Have a Good Fight
Session 7 Oct 21 1.5hrs	MidTerm Key concepts from weeks 1-6		
Session 8 Nov 4 3hrs	Leadership - leadership styles and theories - transformational vs. transactional leadership - authentic and ethical leadership	Chapter 11	- Level 5 Leadership - Why Should Anyone Be Led by You?
11/11	BANK HOLIDAY NO CLASS, Makeup scheduled on FRIDAY 05/12		
Session 9 Nov 18 3hrs	Organizational Structure & Design - mechanistic vs. organic structures - departmentalization and coordination - trends in organizational design	Chapter 12	- Structure That's Not Stifling - Original Thinkers
Session 10 Nov 25 3hrs	Organizational Culture - dimensions of organizational culture - creating and sustaining culture - diagnosing and changing culture	Chapter 13	- The Leaders's Guide to Corporate Culture - Culture Is Not the Culprit
Session 11 Dec 02 3hrs	Applied Learning Project - team work session - project development and integration of OB concepts - preparation for final presentation		
Session 12 Dec 05 MANDATORY FRIDAY SESSION 3hrs	Organizational Change - Forces for change - Resistance to change Leading successful change efforts	Chapter 14	- Leading Change; Why Transformation Efforts Fail - Cracking the Code of Change
Session 13 09/12 3hrs	Final Presentations all materials due prior to the start of class		
Session 14 TBD 1.5hrs	Final Exam comprehensive assessment of key concepts throughout course		

Required Readings:

- **Organizational Behavior - 2024 Release – McGraw Hill**
By Steven McShane and Mary Von Glinow
Students will be given a link to purchase the book the first day of class.
- Selected Articles and Cases from the Harvard Business Review.

Cases and additional readings as assigned – will be provided by the instructor.

Note:

Case studies, additional readings and video assignments will be given in class and posted via Moodle. It is in your best interest to complete all required readings prior to class.

Quizzes and class activities will test if readings were completed. Failure to prepare for class will negatively impact your final grade, and/or lead to failure of the course.

ATTENDANCE POLICY

Your academics are a priority, and regular class attendance is mandatory, respectful, and essential to academic success. Being absent from class will prevent you from maximizing your learning and will negatively affect your participation grade.

If you must be absent, please email both your professor and the academic team as soon as possible (mfedon@iesabroad.org) and (emaines@iesabroad.org). Absences for medical reasons and/or emergencies will be considered excused, but justification will be required.

Please arrive on time for each class meeting. Arriving late for class is disruptive for faculty members and students alike and will prevent you from maximizing your learning. If you arrive more than 10 minutes late 3 times, it will count as an absence.

If you are absent during an exam, presentation, or other graded in-class assignment, you must provide justification for the absence, or you will receive an automatic F. In most cases, the justification will take the form of a *certificat médical* from a French doctor, which must be submitted within 24 hours of the absence.

It is understandable that students may occasionally be absent because they feel unwell physically or need to take a mental health day. For this reason, our attendance policy is lenient and allows each student to miss up to two class sessions without having it automatically affect the final grade in a course. Starting with the third unexcused absence, your final grade will be lowered by a third of a letter grade. For example:

Final grade: A-

- 1 unexcused absence: A-
- 2 unexcused absences: A-
- 3 unexcused absences: B+
- 4 unexcused absences: B
- And so on...

Lastly, an important reminder!

For any and all absences students are required to fill out the **ABSENCE FORM**, which can be found using the following link: <https://airtable.com/appwRScHoi8XeQUhz/shrkeAL2VXGdy1RH5>