



APPLIES TO ACADEMIC YEAR 2010/2011

## **GRA 8083 Organizational Behaviour**

### **Programme**

Executive Master of Business Administration (EMBA) Program

### **Responsible for the course**

### **Department**

Department of Leadership and Organizational Behaviour

### **Term**

According to study plan

### **ECTS Credits**

5

### **Language of instruction**

English

### **Introduction**

In this module we will emphasize the human side of organizations. While less informed, and less efficient leaders, sometimes consider this area as "soft" and not very important for organizational effectiveness, recent decades of research has shown that human capital development is actually one of the most promising investment areas in our time. Thus, this module will review psychological theory in areas of emotion, motivation, learning, creativity, and individual differences (like human personality and leadership), backed up with hard data based on organizational research, that are important for organizational effectiveness and productivity. Research in these areas has provided results that sometimes oppose common logic and practice and these research results have been considered to be an important basis for value creation in most organizations. Thus, this module should introduce the participants to a powerful knowledge base that is a necessity for a vision-dependent and high-performance-oriented leader.

### **Objective**

During this module participants should develop a broad, differentiated, and a practitioner oriented view on how to plan, use, and develop human capital to reach strategically based goals. In this regard theories of emotion, motivation, creativity, personality, and leadership will be reviewed and the participants are expected to acquire broad knowledge in this area. A particular emphasis will be put on practical applications of this knowledge.

Participants will also be assessed on tests of creativity, personality and leadership styles and basic feedback will be given. Thus, participants should acquire an expanded perspective on their own dispositions and preferences in these areas combined with advice on basic training in the most important areas.

### **Prerequisites**

Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language. Please confirm our Student regulations.

### **Compulsory reading**

#### **Books:**

Greenberg, Jerald and Robert A. Baron. 2008. Behavior in organizations. 9th ed. Upper Saddle River, N.J. : Pearson Prentice Hall

#### **Collection of articles:**

Selected articles in compendium

### **Recommended reading**

### **Course outline**

Theories of individual differences in abilities and personality.

Emotion, motivation, well-being, and productivity.  
Creativity and innovation.  
Theories of leadership.

**Tentative topic schedule**

Part 1: Individual differences in ability and personality  
Part 2: Emotion, motivation, learning, and creativity  
Part 3: Groups, teams and social psychology  
Part 4: Leadership and leadership development

**Computer-based tools**

**Course structure**

Activities like lectures, discussions, group and individual problem-solving, feedback on psychological tests, and basic skill training in creativity and leadership are planned to provide participants with a variety of learning experiences. Tests must be completed prior to the module (all in English).

For administrative reasons the students are registered at the program code GRA 8084 in the first semester. In the second semester they are registered at the program code GRA 8085 .

**Examination**

Case report and presentation (80%). In class activity (20%)

**Examination code(s)**

GRA 80831 - Process evaluation; accounts for 100 % to pass the program GRA 8083, 5 ECTS credits

The course is a part of a full Executive Master of Business Administration Program and all evaluations must be passed to obtain a certificate for the degree.

**Examination support materials**

**Re-sit examination**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

**Additional information**