

Psychology and Business (20668)

Degree/study: Empresariales

Course: 3rd

Term: 2nd

Number of ECTS credits: 5

Hours of student's dedication: 125 hours

Language or languages of instruction: English

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1. Presentation of the subject

The study of the Organizational Psychology focuses on the many psychological phenomena that come to bear in work settings. The objectives of this course are a) to have you see the social relations in organizations differently—to change what you notice and think about and how you apprehend organizations and the broader world around you—and b) to also change what you do as you navigate through organizations. If the class is successful, you will be better able to achieve your early-career objectives

2. Competences to be attained

1. Understanding and correctly interpreting academic writings.
2. Being able to justify and defend your position using coherent arguments.
3. Being able to actively contribute to teamwork, resolving conflict to reach an agreement on the tasks to accomplish and how to accomplish them.
4. Developing reasoning and critical thinking abilities in order to analyze controversial issues.
5. Accepting the diversity of opinions as a fundamental ingredient of academic life and as an essential component of contemporary society. Being able to form your own opinion while respecting the diverging opinions from others.
6. Reinforcing your habits of auto-discipline, self-control and rigor in completing academic work and in managing your time schedule.
7. Having a proactive attitude toward learning about the topics you do not know and toward the learning process and/or professional activity more generally.

8. Being able to make creative use of the knowledge and concepts learnt in the course.
Being able to adapt those to novel and original situations
9. Acquiring a level high enough for the professional practice.
10. Identifying the key components of a problem.
11. Demonstrating a critical attitude in analyzing diverse situations.

3. Contents

PROGRAM (Tentative)

I. THE PATHS TO POWER: FINDING YOUR WAY AND PREPARING YOURSELF

1. Self-Knowledge and Staying Out Of (or Getting Into) Trouble.
2. The Attributes that Provide Power
3. The Steps to Success: Some Unexpected Strategies and Tactics

II. BUILDING YOUR PATH TO POWER: CREATING A DOMAIN

4. Choosing the Right Place to Launch Your Career
5. Getting Noticed and Getting In
6. Building a Reputation and Creating Power from a Position that Has Little Formal Power
7. Power from the Control of Resources: How to Create Resource Leverage
8. Organizational Entry and Building a Power Base

III. ATTRACTING OTHERS ON THE PATH: OBTAINING ALLIES AND SUPPORT

9. Getting Others to Join You
10. Building Effective and Efficient Social Networks
11. Deepening our Understanding of Social Networks
12. Building (or Losing) Support Through Language and Acting
13. Getting Things Done Through Others

IV. CLEARING THE PATH: DEALING WITH RESISTANCE, OBSTACLES, AND SETBACKS

14. Consolidating Power and Eliminating Opposition
15. Persistence and Surmounting Obstacles and Resistance.
16. Overcoming Setbacks

V. FALLING OFF AND KEEPING ON THE PATH: HOW POWER IS LOST

18. How (and Why) Power is Lost and Kept

VI. LOOKING BACK AND LOOKING AHEAD

19. What Have We Learned, and What Will You Do With What You Have Learned?

4. Assessment

Grades will be based on four components:

- 1) 25%: Class participation. This involves 2 components:
 - a. Completing the self-reflecting assignments and questionnaires about the readings assigned for the preparation of each class. These are graded on a Pass / Fail basis.
 - b. Actively contributing to class discussion.Coming prepared to class is absolutely crucial to making the most of the course and therefore you are expected to complete all the assignments and come prepared at every session. I understand, however, that there might be contingencies in your life that might prevent you from completing the assignments for a couple of sessions.

You can miss or fail up to 3 sessions or reading-based assignment. If you miss or fail more than 4 sessions or reading-based assignments, the likelihood you'll pass the class will be very low.
- 2) 25%: group project
- 3) 20%: final individual project
- 4) 30%: final exam

September Exam Grade

Students who fail the class will have to take the September exam. The September exam grade will replace the initial grade for the course. That is, a student who gets more than 5/10 at the September exam will pass the class, irrespective of its initial grade for the class. Conversely, a student who gets less than 5/10 at the September exam will fail the class, irrespective of its initial grade for the class.

5. Bibliography and teaching resources

5.1. Basic bibliography

There is one mandatory textbook: “**Power**”, by Jeffrey Pfeffer, 2010, Harper Business. This book provides the conceptual overview, relevant research literature, and many examples for the ideas we will be covering in the course.

We will also draw from a variety of readings ranging from book chapters of biographies to newspapers articles as well as academic papers on social psychology and business case studies.

5.2. Additional bibliography

Books relevant to the theme of the class include the following. Although I will make available the chapters we will be discussing in class, you might want to purchase these books for your own pleasure and interest. They are all very well written and engaging.

- Bryan Burrough and John Helyar, *Barbarians at the Gate: The Fall of RJR Nabisco*, New York: Harper and Row, 1990,

- Robert A. Caro, *The Power Broker: Robert Moses and the Fall of New York*, New York: Random House, 1974,
- Robert A. Caro, *Master of the Senate: The Years of Lyndon Johnson*, New York: Alfred A. Knopf, 2002,
- John W. Dean III, *Blind Ambition: The White House Years*, New York, Simon and Schuster, 1979, Ch. 1,
- Seymour M. Hersh, *The Price of Power: Kissinger in the Nixon White House*,

6. Methodology

In most curriculums, Organizational Psychology classes attempt to teach the students a collection of concepts and findings from social psychology and sociology. The problem with this approach to teaching is that it remains generally very unclear to the students how these concepts can be useful to them as they start their career.

The approach I have chosen to adopt in this course is rather different. I will structure the teaching around one very important topic that is both understudied and not taught often enough: that of Power in Organizations.

To accomplish the objectives of the course, we will discuss numerous topics in organizational behavior and psychology, and we will draw the connections between the findings from research in the social sciences and how you can use them to change how you see the world. We will talk about themes such as perception, social influence, impression formation, attitudes, social cognition, decision-making, social networks...

It is important that you do all the assignments and the readings. The readings cover interesting people and subjects and are fun. It is also useful if you actually think about how this material applies to you in your current life as well as in your future career. Learning the material requires actively engaging with it.

7. Activities Planning

| Week | Theme |
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| Week # 1 | Session # 1: Introduction - Self-Knowledge and Staying Out Of (or Getting Into) Trouble. Session # 2: The Attributes that Provide Power Seminar #1. |
| Week # 2 | Session # 3: The Steps to Success: Some Unexpected Strategies and Tactics Session # 4: Choosing the Right Place to Launch Your Career Seminar #2. |
| Week # 3 | Session # 5: Getting Noticed and Getting In Session # 6: Building a Reputation and Creating Power from a Position that Has Little Formal Power |
| Week # 4 | Session # 7: Power from the Control of Resources: How to Create Resource |

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| | Leverage Session # 8: Organizational Entry and Building a Power Base Seminar #3. |
| Week # 5 | Session # 9: Getting Others to Join You Session # 10: Building Effective and Efficient Social Networks |
| Week # 6 | Session # 11: Deepening our Understanding of Social Networks Session # 12: Building support through Language and Acting. |
| Week # 7 | Session # 13: Getting Things Done Through Others Session # 14: Consolidating Power and Eliminating Opposition Seminar #4. |
| Week # 8 | Session # 15: Persistence and Surmounting Obstacles and Resistance. Session # 16: Overcoming Setbacks Seminar #5. |
| Week # 9 | Session # 17: The Consequences of Having Power Session # 18: How (and Why) Power is Lost and Kept |
| Week # 10 | Sessions #19: Group project Presentations Session # 20: Catching up and Review of the material covered during the quarter Seminar #6. |