

Business Organization and Management I (20638)

Trimesters: 1st and 2nd

ECTS Credits: 9

Teaching hours:

- **Theory:** Mondays-Tuesdays 9:00-10:30;
- **Seminars:** Mondays, 13:00-14:30; 15:30-17:00 or 17:00-18:30

Professors:

Gaël Le Mens, PhD

Department of Economics and Business,
Universitat Pompeu Fabra.
Office: Jaume I, 20.2E76
E: gael.le-mens@upf.edu

Daniel Navarro Martínez, PhD

Department of Economics and Business,
Universitat Pompeu Fabra.
Office: Jaume I 20.XXX
E: daniel.navarro@upf.edu

1. The Course

Students who graduate and begin their careers will be part of organizations, and will either manage or be managed. In this introductory class, the students will learn the key concepts to make sense of their professional environment. They will learn about the manager's role, the importance of organizational culture, the basics of how decisions are made in organizations, how work is organized and coordinated, how human resources are managed. They will also learn about issues related to motivation, control, as well as interpersonal relations.

The theory is taught in class and through assigned readings. Students learn to be familiar with the concepts during class discussion, and by working on individual and group assignments as well as participating in behavioral experiments.

Reading, understanding and reflecting on the reading assignment is crucial to successful completion of the course.

2. Competences that you will develop

1. Being able to justify and defend your position using coherent arguments.

2. Being able to actively contribute to teamwork, resolving conflict to reach an agreement on the tasks to accomplish and how to accomplish them.
3. Developing reasoning and critical thinking abilities in order to analyze controversial issues.
4. 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.
5. Reinforcing your habits of auto-discipline, self-control and rigor in completing academic work and in managing your time schedule.
6. Having a proactive attitude toward learning about the topics you do not know and toward the learning process and/or professional activity more generally.
7. Being able to make creative use of the knowledge and concepts learnt in the course.
8. Being able to adapt those to novel and original situations
9. Acquiring a level high enough for the professional practice.
10. Making decisions in the context of uncertainty
11. Identifying the key components of a problem.
12. Demonstrating a critical attitude in analyzing diverse situations.

3. Content

This is tentative description – details are subject to change during the quarter as the teaching team adapts content to the students.

First Trimester

PART 1: INTRODUCTION – MAKING SENSE OF ORGANIZATIONS

1.1. INTRODUCTION

1.2. SIMPLE IDEAS, COMPLEX ORGANIZATIONS

PART 2: THE STRUCTURAL PERSPECTIVE

2.1. GETTING ORGANIZED

2.2. STRUCTURE AND RESTRUCTURING

2.3. ORGANIZING GROUPS AND TEAMS

PART 3: THE HUMAN RESOURCE PERSPECTIVE

3.1. PEOPLE AND ORGANIZATIONS

3.2. IMPROVING HUMAN RESOURCE MANAGEMENT

3.3. INTERPERSONAL AND GROUP DYNAMICS

PART 4: THE POLITICAL PERSPECTIVE – POWER

4.1. POWER, CONFLICT, AND COALITION

4.2. THE MANAGER AS POLITICIAN

4.3. ORGANIZATIONS AS POLITICAL ARENAS AND POLITICAL AGENTS

Second Trimester

PART 5: THE SYMBOLIC PERSPECTIVE

5.1. ORGANIZATIONAL CULTURE AND SYMBOLS

5.2 CULTURE IN ACTION

5.3. ORGANIZATION AS THEATER

PART 6: IMPROVING LEADERSHIP AND MANAGERIAL PRACTICE

6.1. INTEGRATING PERSPECTIVES FOR EFFECTIVE PRACTICE

- 6.3. LEADERSHIP
- 6.4. CHANGE IN ORGANIZATIONS
- 6.5. ETHICS AND SPIRIT
- 6.6. PUTTING IT ALL TOGETHER: CHANGE AND LEADERSHIP IN ACTION
- 6.7. ARTISTRY, CHOICE, AND LEADERSHIP

4. Evaluation

1st Trimester:

The first trimester grade is the weighted average of the following components:

1. Continuing evaluation (Oral participation in Theory Classes + Seminars, in-class quizzes, and assignments due in class): 50%
2. Exam: 50%

2nd Trimester

The second trimester grade is the weighted average of the following components:

1. Continuing evaluation (Oral participation in Theory Classes + Seminars, in-class quizzes, and assignments due in class): 40%
2. Group Project: 20%
3. Exam: 40%

Overall Grade for the Course

The overall grade for the course is the average of the grade obtained for the first quarter and the grade obtained for the second quarter (with equal weighting). If this overall average is below 5, the student will fail the course. If this overall average is above 5, the student will pass the course.

Regarding Participation

We will spend part of most sessions discussing readings / assignments with the class. Such discussion is generally an enjoyable and productive learning experience under the condition that students **come prepared to the session**. Students are therefore expected to **complete all the readings and all the assignments**. There will be regular **in-class quizzes** to check that students have read the assigned articles and thought about them before the course.

We will also perform **in-class experiments** designed to illustrate some of the key concepts of the course. We expect that all the students will actively engage in the experiments and will contribute to a positive learning atmosphere.

We expect experiments and discussions to be engaging, fun, and productive learning experiences. Those who consistently come prepared to class, contribute to a positive learning atmosphere and are engaged with the course material and the pedagogical activities will receive a high participation grade. On the other hand, those who show a lack of positive involvement in the course, the discussions and the pedagogical activities will likely receive a very low participation grade.

We expect students to **attend** to all the sessions (theory classes + seminars). Failure to attend some of the sessions will lead to substantial penalties to the participation grade (it is hard to participate when not in class).

Information concerning assignments

Turned-in assignments must be **original and unpublished**. Any **plagiarized** work that will be detected **will automatically get a 0 grade and will be reported to the Dean's office**. Turning assignments in **on time** means turning them in when they are assigned per instruction provided by the teaching team (e.g., if something is to be turned in at the start of class, after class would not be considered "on time" by most people). In order to make the logistics of the course as simple as possible, we will adopt the two following rules:

1. We will **not accept assignments via email**.
2. **No late assignment will be accepted**. Late assignments will **automatically receive a grade of 0**.

These rules will be consistently applied, with no exception.

Recovering a failing grade

Under some conditions, students who failed the course will be authorized to take an additional evaluation. The additional evaluation will be a written exam taken during the third trimester of the academic year.

Only students that have participated in the course and the evaluations activities will be authorized to take the additional evaluation, as stated in the following article of the Agreement of the Government Council (Article 11.4.2)

"Podran concórrer al procés de recuperació tots els estudiants que, havent participat a les activitats d'aprenentatge i avaluació durant el trimestre, hagin obtingut la qualificació de suspens de l'assignatura corresponent en l'avaluació trimestral. No hi podran concórrer els que no hagin participat en les activitats d'aprenentatge i avaluació o hagin renunciat a l'avaluació."

It is understood that students have participated in the learning activities and continuous assessment during the term when they have attended class and have completed the exercises and other classroom activities. We understand that students have attended the final examination when they hand it out.

More concretely: to be **eligible** to take the recovery evaluation, students must meet ALL the following conditions:

- the student has attended at least 75% of the seminars (i.e. at least 9 seminars out of 12).
- the student has completed the group project
- the student has taken the December exam
- the student has taken the March exam

Since, as it is stated in the above mentioned article, only those students who have failed the whole subject may participate in the process of recuperation, there will be no opportunity to participate for improving the grade if initially it is equal to or higher than 5.0.

The grade obtained at the additional examination will be the final grade for the course.

For students who will participate in exchange programs recognized by the Faculty in the third trimester and therefore cannot attend the additional examination at the above-mentioned dates, special arrangement will be made between the instructor and the student. Students that fall in this category should let the instructor know within 7 days of their grade being posted on Campus Global.

5. Bibliography - Textbook

There is a mandatory textbook for the course:

Reframing Organizations: Artistry, Choice and Leadership, 4th Edition
Lee G. Bolman (University of Missouri-Kansas City), Terrence E. Deal
(University of Southern California)
ISBN: 978-0-7879-8799-2

The professors will assign mandatory readings for most of the sessions of Theory classes and Seminars. These readings will be made available to the students in electronic formats using Aula Global or will be put on reserve at the front-desk of the library if no electronic version of the reading is available.

6. Methodology

Theory sessions will consider the main theoretical issues. We will use real-world examples and in-class experiments and activities as supports for in-class discussion and illustration of the theoretical concepts of the course.

Seminar sessions are devoted to the discussion of case studies, the execution of behavioral experiments, and the discussion of timely issues using the course concepts. Some seminar sessions might be used to coach student teams on group projects.

This course includes the possibility of “aules obertes”, where professionals are invited to deliver a lecture about a topic related with the course. The amount and the scheduling will depend on the speakers’ availability and agenda.

7. Schedule

First Trimester

WEEK 1: Part 1: Introduction – Making Sense of Organizations
WEEKS 2, 3, 4: Part 2: The Structural Perspective
WEEKS 5, 6, 7: Part 3: The Human Resource Perspective
WEEKS 8, 9, 10: Part 4: The Political Perspective – Power
WEEK 11: REVIEW, Q & A

Second Trimester

WEEKS 1, 2, 3: Part 5: The Symbolic Perspective

WEEKS 4-9: Part 6: Improving Leadership and Managerial Practice

WEEKS 10-11: PROJECT PRESENTATIONS, REVIEW, Q&A

8. Email Communications

As a rule, we will not answer questions about the class material or logistics via emails. But we will set up office hours during which students are encouraged to come and ask questions about the course content and organization.