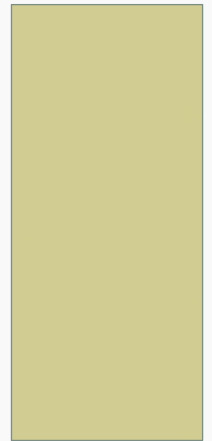


HUMAN BEHAVIOUR IN ORGANIZATIONS

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WHY DID YOU CHOOSE IT?

THE DISCIPLINE OF HBO

- It uses inputs from Psychology, sociology, social psychology and anthropology
- It deals with individuals, groups and organisation
- It focuses on a huge variety of themes:
 - Attitude change, work design, satisfaction, power , organisational cultures, group cohesion ect

THE FOCUS HERE WITHIN HBO

- We will mainly focus our attention to interpersonal aspects present in our daily work and organisational life (and which usually trouble us, get in the way in the achievement of our objectives):
 - Communication, conflicts and negotiation at the interpersonal, groups and organisations levels

Why this choice of topics

- Our lives are filled with communication, conflicts and negotiations
 - We communicate all the time (even when we do not think we are)
 - We get into conflicts often (even without noticing)
 - We negotiate all the time (student – teachers, boss-subordinate, siblings, children parents, companies) (but maybe we can do it more)
 - Communicating, solving conflicts and negotiation are major ways through which organisations are able to coordinate their efforts (before, rules, and hierarchy were the major ways)

WHY THIS CHOICE OF TOPICS

- Communication is easier and easier but simultaneously more complex
 - For instance
 - There many different communication channels
 - Work is often done in group which change depending on projects, so we have more and more diverse working partners and communication flow in many directions
 - There is greater mobility and less antiquity in o's
- This, together with greater pressures and competition , plus resource scarcity leads to increasing conflicts and of greater intensity

WHY THIS CHOICE OF TOPICS

- Some of these conflicts can be solved through negotiations
 - But negotiating is complex too, it is unpredictable (we can become worse off) ,
 - We usually lack negotiation training and avoid negotiation (or do not recognize some situations as negotiable) –and waste good opportunities

WHY FOCUSING IN INTERPERSONAL SKILLS?

- University : one learns technical contents, analytical skills, and critical skills
- But frequently, the main challenges at work are not technical, they are interpersonal – in trying to solve these we spend much time and energy
 - Also interpersonal competences are necessary to enact technical skills and succeed as managers
- This course will help understand **the logic of interpersonal behavior behind communication and negotiations and turn them into a resource rather than an obstacle**

OBJECTIVES

- To gain theoretical, systematic and in depth knowledge of interpersonal behavior such as communication conflicts and negotiations
 - To move beyond personal experience and common sense
- To gain practical knowledge of interpersonal behavior such as communication conflicts and negotiations
 - How to communicate and negotiate in different types of situations , given our skills or competences (and links to personality)

OBJECTIVES

- we spend our lives in organisations
- We do better if we understand them and the people in them ;
- So we hope to reach a better understanding of the human and relational context around us in organisations; plus the development of our own skills to do that

COMMUNICATION IN GREATER DETAIL

- **Interpersonal communication**

- Factors affecting communication: perceptions but also culture, gender, new technologies
- Communication networks in individuals and groups
- The personal network of communication
- Communication anxiety
- Communication styles

CONFLICTS IN GREATER DETAIL

- Conflicts
 - Causes and consequences
 - How to solve them
 - Conflict phases

NEGOTIATION IN GREATER DETAIL

- **Interpersonal negotiation**
 - The process of negotiation
 - Strategies of negotiations
 - Decision making in negotiation
 - Evaluating the results of a negotiation

Evaluation format

- A number of exercises will be done within and outside the class room– in groups and/or individually
 - Groups should have 3/4 students
- At least one short oral presentation

Exercice/assignment	Group vs individual	Evaluation weight
Communication model (in class)	group	10%
Type of communication (in class)	Group	10%
ICT and communication (outclass)	Group with oral presentation	10%
Personal network (in and out class)	Individual with oral presentation	20%
Conflict situations + criticism of colleagues conflict (out class)	Individual with oral presentations	10%
Simulating a negotiation+ criticisms of colleague's conflict (in and out class)	Groups with oral presentation	10%
Short essay on negotiation (out class)	Group with oral presentations	20%
Criticisms of presentations(in class)		10%

BIBLIOGRAPHY

Main reference:

* Robbins, S.P., Judge, T. A. (2013), *Organizational Behaviour*, 15th ed, Pearson.

(in library)

Other texts/articles:

-class slides

- texts/materials made available through Aquila

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