



**Course Syllabus  
Organizational Behavior**

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**LECTURER**

**David Patient** is an Assistant Professor at Católica-Lisbon School of Business and Economics (CLSBE) in Portugal, where he teaches in the MSc, MBA, and PhD programs. In addition, David teaches in numerous executive education programs, co-coordinates the Master in Management and the Executive Master in Management in Leadership, and offers various writing and communication workshops. David completed his Ph.D. in organizational behavior following an MBA at the University of British Columbia (UBC) and a law degree at University College London (UCL). Prior to joining Católica-Lisbon, David traveled extensively, worked for IBM Canada as a marketing representative, taught writing, and provided freelance writing and editing services. His research focusing on effective managerial communication and employee motivation has appeared in academic journals, practitioner journals, and books.

**COURSE DESCRIPTION**

The Organizational Behavior course is designed to provide you with a better understanding of how individual differences, interpersonal processes, and organizational structures affect the behavior of individuals in organizations, and influence the success of organizations. The emphasis throughout the course is on how you, as an organizational member and manager, experience, understand, and manage people and processes in organizations.

**LEARNING OBJECTIVES**

Students will gain knowledge and understanding in:

- Perceptual and decision making biases that managers should watch out for
- Approaches to motivating employee performance
- Strategies for performance evaluation and feedback
- Designing and implementing effective teams
- Overcoming resistance to organizational change initiatives
- Analyzing the culture of an organization

Students will practice and develop skills in:

- Giving and receiving feedback
- Evaluating performance
- Designing and leading effective teams
- Diagnosing organizational barriers to performance

## **COURSE DELIVERY AND LEARNING METHODS**

The Organizational Behavior course takes an active learning approach. Through readings, lectures, film, case discussions, and experiential exercises, you will be introduced to frameworks from psychology, sociology, and anthropology that are helpful to understanding behavior in organizations. You are expected to actively reflect on, discuss, and apply the material covered. Your participation in all class activities, discussions, and group work is essential to your learning in this course. Please complete assigned homework and carefully read the assigned material each day before coming to class (especially the case!), and be prepared to discuss, evaluate, and apply it.

<b>ASSESSMENT</b>	<b>DATE</b>	<b>%</b>
1. Situation analysis (individual)	Nov 2 (noon)	20%
2. Case report (group)	Nov 6	20%
3. Individual reflection and self-evaluation	Nov 9	20%
4. Class participation and active learning		10%
5. Final examination	TBC	30%

## **GROUP WORK**

You will be part of an ongoing group, and expected to apply the course material to your group interactions, in order to gain a better understanding of:

- How your personality, values, and attitudes affect your participation in a group.
- What roles you tend to play in groups, and which you tend to avoid.
- How giving and receiving feedback can affect the group process.
- How to design and implement effective teams.
- How different approaches to motivating others can affect group outcomes.
- How you can more effectively manage/lead others and contribute to group processes in the future.
- Leading change processes and adapting structure to purposes

## **MATERIALS**

You will be assigned for most classes a case to prepare, along with 1-3 additional readings. There is no course text.

## TENTATIVE LESSON PLAN

	<b>Date</b>	<b>Topic</b>	<b>Read/Prepare</b>	<b>Deliver</b>
1	Oct 27	Course intro Quiz Perception and biases	Article: <i>Managing your career</i> Case: <i>Jensen Shoes?</i>	
2	Oct 28	Motivation 1: Basic concepts	Article: <i>Why it's hard to be fair</i> Case: <i>The temperamental talent</i>	
3	Oct 29	Motivation 2 – Rewards and compensation	Article: <i>The importance of pay in employee motivation</i> Article: <i>Incentives within organizations</i> Case: <i>Vitality Health</i>	
4	Oct 30	Teams 1 - Group and team concepts	Article: <i>The discipline of teams</i> Case: <i>The Army Crew</i>	
5	Oct 31	Teams 2 – Decision making	Article: <i>The hidden traps in decision making</i> Case: <i>Everest 1996</i>	
6	Nov 3	Power and politics	Case: <i>Lisa Benton</i> Article: <i>Managing your boss</i> Article: <i>Power dynamics in orgs</i>	
7	Nov 4	Culture	Case: <i>Jetblue Airways</i> Article: <i>What is an organization's culture?</i>	
8	Nov 5	Performance appraisal	Case: <i>Rob Parsons A</i> Article: <i>Conducting a performance appraisal interview</i>	
9	Nov 6	Leadership and managing change	Article: <i>Leading change: Why transformation efforts fail</i> Case: <i>GE's two-decade transformation</i>	
10	Nov 7	Wrap up Feedback exercise	Case: <i>The strategy that wouldn't travel</i> Article: <i>What to ask the person in the mirror</i>	
	TBC	FINAL EXAM		