

# Syllabus

## 1. Programme information

1.1. Institution	THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES
1.2. Faculty	Finance and Banking
1.3. Departments	Department of Finance
1.4. Field of study	Finance
1.5. Cycle of studies	Master Studies
1.6. Education type	Full-time
1.7. Study programme	Master of Applied Finance
1.8. Language of study	English
1.9. Academic year	2024-2025

## 2. Information on the discipline

2.1. Name	<b>Organizational behavior and governance. Ethics and professional standards</b>								
2.2. Code	<b>24.0276IF2.1-0003</b>								
2.3. Year of study	<b>2</b>	2.4. Semester	<b>1</b>	2.5. Type of assessment	<b>Exam</b>	2.6. Status of the discipline	<b>O</b>	2.7. Number of ECTS credits	<b>10</b>
2.8. Leaders	C(C)	<b>conf.univ.dr. MITROI Adrian</b>					adrian.mitroi@fin.ase.ro		
	S(S)	<b>conf.univ.dr. MITROI Adrian</b>					adrian.mitroi@fin.ase.ro		

## 3. Estimated Total Time

3.1. Number of weeks	14.00
3.2. Number of hours per week	4.00 of which
	C(C) 2.00
	S(S) 2.00
3.3. Total hours from curriculum	56.00 of which
	C(C) 28.00
	S(S) 28.00
3.4. Total hours of study per semester (ECTS*25)	250.00
3.5. Total hours of individual study	194.00
<i>Distribution of time for individual study</i>	
Study by the textbook, lecture notes, bibliography and student's own notes	70.00
Additional documentation in the library, on specialized online platforms and in the field	50.00
Preparation of seminars, labs, assignments, portfolios and essays	50.00
Tutorials	20.00
Examinations	3.00
Other activities	1.00

## 4. Prerequisites

4.1. of curriculum	<p>Advanced knowledge, skills and abilities on: corporate analysis, risk management, data management and technology, budget and finance of organizations</p> <p>The course disciplines deliver on ethics and professional standards with and intention of solid preparation for a future manager, investment or finance professional</p> <p>OBG course provides a comprehensive analysis of individual and group behavior, an understanding of how organizations are managed more effectively, enhance the quality of employees work life. A solid and rigorous scientific understanding of OBG in a challenging format of new economy is a critical efficient management tool. The course introduces students to active and prospective theories in management, leadership and organizational behavior and governance.</p>
4.2. of competences	<p>Good command of methods of calculus, excel, some psychology and sociology and managerial science, knowledge of best practices in corporate governance and management, financial economics are also good prerequisite for the course.</p> <p>The operating system of the Program is by individual and small team case studies and public presentation. Individual and Group Case Studies.</p> <p>The course is case-based and applied approach.</p> <p>Subject topics include motivation, rewarding behavior, stress, individual and group behavior, conflict, power and politics, leadership, job design, organizational structure, decision -making, communication, behavioral attitudes and organizational change and development.</p> <p>Participation in course and seminar activities, public presentation, team contribution, assignment preparation, presence, and attitude is critical for a top grade. Students are expected to complete all modules, including viewing all lectures; completing all required readings and individual activities; and fully participating in team project activities</p>

## 5. Conditions

for the C(C)	<p>Course lectures delivered in rooms with internet and multimedia equipment (projector, Internet access network, PC with PowerPoint, E-Views and Excel installed in, laser pointer, flip chart, and blackboard).</p> <ul style="list-style-type: none"> <li>• Participation at each course, although not mandatory is strongly recommended for successfully graduate the Course and its Seminars, Studies</li> <li>• Reading assignments (14, one for each seminar), presentations are all tested at exam. Plus, current developments on research and market conditions</li> </ul> <p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>• How individual behavior in organizations, diversity, attitudes, job market operates</li> <li>• What is satisfaction, emotions, moods, personality, values, perception, decision making, and motivational practices</li> <li>• Why group behavior in organizations, including communication, leadership is essential</li> <li>• How to use power and politics, conflict, and negotiations for the overall benefit of all</li> <li>• organizational system, including organizational structures, culture,</li> <li>• How human resources, talent and change management are influencing performance</li> <li>• How can we create an organization where talented people will gather, produce, develop, and thrive?</li> </ul> <p>Combines theory and practice of psychology and sociology, business administration, organizational comportment, from a micro - perspective: (psychological, interpersonal), to mezzo (boards) and macro: (sociological, organizational) level.</p>
for the S(S)	<p>Participation at each seminar, although not mandatory is strongly recommended for successfully graduate the Course.</p> <ul style="list-style-type: none"> <li>• Reading assignments (14, one for each seminar), seminar presentations are all source of examination. To assess progress unannounced testing is expected</li> <li>• Reading textbook chapters, professional journal articles, research analysts reports, and case studies with real life companies and business situations</li> <li>• Case Studies and group/individual presentations are all due for seminars</li> </ul>

## 6. Acquired specific competences

PROFESSIONAL	C5	Analysis and modeling of decision making process at micro and macroeconomics level
CROSS	CT2	Planning and organization of human resources within a group or organization, raising awareness for responsibility for professional results
CROSS	CT3	Recognition of the importance for continuing education as a prerequisite for career progress and adaptation professional and managerial skills to the competitive dynamics of economic environment

## 7. Objectives of the discipline

7.1. General objective	<ul style="list-style-type: none"> <li>• Develop competencies that are generally accepted and applied by an management professional and academic. KSA developed are transportable in finance/investments job market, internally and equally relevant, internationally</li> <li>• These competences are used in practice in a generalist context but easily transportable and usable in finance business all over the world, competitively</li> </ul>
7.2. Specific objectives	<ul style="list-style-type: none"> <li>• Acquiring technical competence in applied organizational behavior and governance and promoting a clear understanding of how the instruments and financial market work for the benefits of public investments</li> </ul>

## 8. Contents

8.1. C(C)		Teaching/Work methods	Recommendations for students
1	<p>OB &amp; G in a digital, technological, social media</p> <p>In the new format of Digital Economy and Hyper-competition, diffusion of innovation, automation and data management are a key competitive advantage. Student should develop skills by analyzing and interpreting data in ways that complement the frameworks and intuitions that normally guide managerial actions, analytic approach to diagnosing the varied forces that influence individual, team, and organizational performance, leading to more effective interventions and actions and finally to continue professional advancement.</p>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals' behavior.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
2	<p>Case studies introduction: OB and G, from theory to practice</p> <p>Any of the 3 individual Case Studies should/would touch upon critical important learning outcomes of the OBG course. Case Study solution should provide overall context to the business challenges, conflict resolution, learning from failure, overcoming adversity, how teams experience and circumvent major setbacks, ways to manage tensions that arise between organization social missions and financial objectives.</p> <p>Case study solutions presentation in class will give students new abilities in developing robust action plans across a variety of organizational challenges they are likely to face early on in their careers: turnarounds, crisis management, post-merger integration, global expansion, or organizational reinvention.</p>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals' behavior.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
3	<p>Recapitulation. Exam and Research Seminar preparation</p> <p>Personal development session. Academic, professional</p> <p>The Course is and Integrated management practice course, building on concepts from organizational behavior, strategy, marketing, finance, and general management with case discussions and exercises that focus on the personal decisions general managers face in high-performance, high-stakes, and career-defining situations, building credibility quickly, cultivating mentors and networks, and managing ethical dilemmas</p>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals' behavior.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
4	<p>Course, Seminar, Case Study, Exam introduction:</p> <p>Organizational Behavior theory and practice</p> <p>OB challenges and opportunities. The individual vs. organizational behavior.</p> <p>Business Psychology in Practice, Applied Organizational Psychology, Leadership Behavior.</p> <p>What is OBG and why is it important?</p> <p>Definition of organizational behavior, theories on management framework, role and skills of managers, and how managers do their jobs</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>- Theories about how managers should behave to motivate and control employees</li> <li>- Organizational culture. how managers create it</li> <li>- Why it is important managers behave ethically</li> <li>- How managers effectively manage diversity</li> <li>- The nature of managerial decision making</li> <li>- Types of organizational structures</li> <li>- What leadership is, what is an effective leader</li> <li>- Why groups and teams are key contributors to organizational effectiveness</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals' behavior.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>

5	<p>Organizational Ecosystem. Risk management mindset</p> <ul style="list-style-type: none"> <li>- Strong governance and good risk management</li> <li>- Risk driven defensive corporate governance</li> <li>- Competence in leadership and performance monitoring and measurement</li> <li>- Risk and reward decision in an organization</li> <li>- Conflict management strategies to resolve organizational conflict effectively</li> <li>- The student of OBG can read and diagnose the political landscape in organizations</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals’ behavior.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
6	<p>- The Human Nature at work. Management, Leadership and Power-play</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>- Perceptions and attributions</li> <li>- Perceptions and decision-making processes</li> <li>- Managing others, being managed by others, and managing our own human capital.</li> <li>- Behavioral Biases and their influence on organizational behavior</li> <li>- Financial decision-making process</li> <li>- Meaning out of random processes, coincidences</li> <li>- Affect, Emotions and Moods</li> <li>- External Adaptation and Survival</li> <li>- Goal Orientation</li> <li>- Reducing biases and errors for a higher performance organization</li> </ul> <p>Differences and similarities between leadership, power, and management</p> <ul style="list-style-type: none"> <li>- OBG propose opportunities to lead, use power and company politics effectively to model, influence and improve organizational behavior.</li> <li>- Analyze real case studies situations where leadership, power, and politics are illustrated positively and negatively.</li> <li>- Distinguish the differences and similarities between leadership, power, management</li> <li>- roles of leaders and managers in fostering an organizational culture with learning and collaboration order of priorities</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
7	<p>Organizational Culture and Personality. What is it and why it matters</p> <ul style="list-style-type: none"> <li>- Rewards used by organizations</li> <li>- Rewards in high performance organizations</li> <li>- Learning and reinforcement</li> <li>- Dimensions of social learning within an organization</li> <li>- Impact of culture on organizational behavior.</li> <li>- Organizational environment is one form culture. It influences attitudes and behaviors of its people, is an integral part of everyone's responsibility; a strong organizational culture provides stability for an organization.</li> <li>- What makes up an organizational culture?</li> </ul> <p>Comparison of different organizational cultures, characteristics of cultures, global implications of multinationals, creating and sustaining a positive culture, and assessing the impact of culture in the new social media economy of instant interaction and exchange of information, knowledge, news and information, data</p>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals’ behavior.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
8	<p>Personality and performance motivation</p> <ul style="list-style-type: none"> <li>- What is personality</li> <li>- Locus of control</li> <li>- Learning from Failure</li> <li>- Enemies at the gate: Change, Stress, Conflict</li> </ul> <p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>- Managers and leaders can design and facilitate high performing teams</li> <li>- Enabling conditions for effective teams, including real team, compelling direction, enabling structure, providing supportive context, expert coaching and director of people, teamwork</li> <li>- Motivation and Financial Incentive</li> <li>- Identify critical sources of political conflict, and how to use tools to assuage conflict or harness it to produce constructive outcomes</li> <li>- Practice diagnostic skills that will enable you to map out the political landscape, understand others’ perspectives and power bases, and learn to predict and influence their actions</li> </ul> <p>Power and influence in interpersonal relationships: How to influence others?</p> <ul style="list-style-type: none"> <li>- Implement planned organizational changes, that a manager needs to overcome the potential resistance of other organizational members and persuade them to adopt new practices</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals’ behavior.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>

9	<p>Organizational Structuring, Integration and Management. Human Resources Intelligence</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>- strategies for the effective recruitment, engagement, and integration of effective governing boards and executives, team leaders</li> <li>- Scientific Management. Performance Improvement. Operational Efficiency</li> <li>- Team performance and effectiveness (compelling direction, enabling structure, supportive context and logistics)</li> <li>- Organizational learning, including psychological and emotional safety, openness to new ideas, and experimentation</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
10	<p>Behavioral intelligence: individual, group, organization</p> <p>- Successful OBGEPS course graduate should:</p> <ul style="list-style-type: none"> <li>- Identify principles and challenges of organizational behavior at individual, team and organization</li> <li>- Utilize organizational behavior theories, frameworks, principles and tactics to prevent OB problems and, when problems are identified, create alternatives by applying critical thinking skills</li> <li>- How managers and leaders can effectively address human resource management issues (team building, negotiation, and conflict management skills)</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals’ behavior.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
11	<p>The Human Centric v. Performance Centric Organization</p> <p>The basic premise of this course is that how one manages others can be the source of sustainable competitive advantage. Some techniques: Positive Psychology in conflict resolution, Talent Development Management as a competitive advantage and Human Analytics &amp; Technologies as a major source of sustainable profitability.</p> <ul style="list-style-type: none"> <li>- Human capital implies that people have the capacity to drive organizational performance</li> <li>- Evaluate benefits and challenges to achieve high performance at the individual, team and organizational levels.</li> <li>- Combine theory and practice of psychology and sociology, business administration, organizational comportment, from a micro - perspective: (psychological, interpersonal), to mezzo (boards) and macro: (sociological, organizational) level</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
12	<p>Organizational Behavior and Corporate Performance. Board of Directors Management</p> <ul style="list-style-type: none"> <li>- These subjects propose new, insightful, useful modalities in designing effective organizations and tactics to achieve superior performance.</li> <li>- Leadership Management.</li> <li>- Corporate Governance and Board of Directors (the complex dynamics among boards, executives, share/stakeholders; the changing rights and powers of shareholders; managers look like are having more clout than shareholders; the work that boards do and the critical decisions they make; the legal, financial, managerial, and behavioral (ego) issues that directors must contend with in order to be effective; the classic dilemmas that boards confront - the costs and rewards of board service and the challenges faced by individual directors, effective and ineffective uses of power in different organizational contexts</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals’ behavior.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
13	<p>Ethics (I) What is ethical behavior, why is good?</p> <ul style="list-style-type: none"> <li>- This part of the course assembles practical subjects on how managers are understanding power and influence but are required to behave ethically and fairly to the benefit of the organization,</li> <li>- how are getting things done in the real world, how they behave when and where politics and personalities often seem to hinder rather than help with a major conflict of an ethical nature, who’s first, customer, client, shareholder or manager?</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>

14	<p>Ethics (II) Ethical and Professional Standards. Evaluate ethical issues as related to individual and organizational behavior.</p> <ul style="list-style-type: none"> <li>- How often do managers make decisions that are perceived as questionable?</li> <li>Ethical issues in decision making from an individual and organization perspective.</li> <li>Efficient strategies for acquiring organizational power over time in an effective and ethical manner</li> <li>- Ethics in Investment Management. Code of Practice in Financial Industry. CFA Code of Ethics and professional conduct.</li> <li>- All industries strive to impose standards. Particularly, in the investment industry, CFA Institute has a prominent body of knowledge and practical applications that guide the investment industry and help ensure all investment professionals place client interests first:</li> <li>- The Code of Ethics and Standards of Professional Conduct (Code and Standards) are the ethical benchmark for investment professionals around the globe.</li> <li>- The Global Investment Performance Standards (GIPS®) is a set of standardized, industry-wide ethical principles that guide investment firms on how to calculate and present their investment results to prospective clients.</li> <li>- Asset Manager Code, asset management firms commitment to ethical principles and allow investors to identify which asset managers uphold the principles that resolve conflicts of interest in favor of investors</li> <li>- Student will be able to define constitutes the ethical exercise of power and influence in their professional life. The result of the practical exercise; ability to develop clear strategy for building and exercising power and influence ethically and responsibly.</li> <li>- Pension plans that voluntarily adopt Code of Conduct for Members of a Pension Scheme Governing Body. are establishing an ethical framework for governing board members and showing commitment to the best interests of pension participants and beneficiaries.</li> </ul>	<p>Class debates, applications and case study analysis. Pros, cons debates, public speaking. Presentation of real examples in real time about the financial market – institutions actions, corporation governance and individuals’ behavior.</p> <p>Keep students interested, informed, knowledgeable and abreast of best current practices in the economics of governance and behavior management of corporation. In today’s highly competitive and ever-changing marketplace that values expertise, professional positioning and trustworthiness, professionals need to continuously develop their knowledge, skills, and abilities on OBG and EPS.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
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***Bibliography***

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- Dan Ariely, Predictably Irrational: The Hidden Forces That Shape Our Decisions Paperback, 2009
- Adrian T. Mitroi, Management of Individual Investor Portfolio and Wealth Planning, 2014
- Kahneman, D., Maps of bounded rationality: A perspective on intuitive judgment and choice, [Nobel Prizes 2002], Frangsmyr (Ed.), Stockholm, Sweden, 2003
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- Marshall B. Rosenberg PhD and Deepak Chopra, Nonviolent Communication: A Language of Life, 3rd Edition: Life-Changing Tools for Healthy Relationships (Nonviolent Communication Guide), 2009
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- Shiller, Robert J., Bubbles, Human judgment and expert opinion, CFA Institute Financial Analysts Journal, May/June 2002, Vol. 58, No. 3, 2001

8.2. S(S)		Teaching/Work methods	Recommendations for students
1	<p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>- Theories about how managers should behave to motivate and control employees</li> <li>- Organizational culture. how managers create it</li> <li>- Why it is important managers behave ethically</li> <li>- How managers effectively manage diversity</li> <li>- The nature of managerial decision making</li> <li>- Types of organizational structures</li> <li>- What leadership is, what is an effective leader</li> <li>- Why groups and teams are key contributors to organizational effectiveness</li> </ul>	<p>Case Study Application (CSA) Interactive presentation, slides, internet, data bases, multimedia. Bibliography presented in advance. Case studies, reference books, articles, internet links, data.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
2	<p>Organizational Ecosystem. Risk management mindset</p> <ul style="list-style-type: none"> <li>- Strong governance and good risk management</li> <li>- Risk driven defensive corporate governance</li> <li>- Competence in leadership and performance monitoring and measurement</li> <li>- Risk and reward decision in an organization</li> </ul>	<p>Acquiring technical competence in applied behavioral finance and fostering a clear understanding of how OBG principles operates in a real world.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>

3	<p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>- Perceptions and attributions</li> <li>- Perceptions and decision-making processes</li> <li>- Managing others, being managed by others, and managing our own human capital.</li> <li>- Behavioral Biases and their influence on organizational behavior</li> <li>- Financial decision-making process</li> <li>- Meaning out of random processes, coincidences</li> <li>- Affect, Emotions and Moods</li> <li>- External Adaptation and Survival</li> <li>- Goal Orientation</li> <li>- Reducing biases and errors for a higher performance organization</li> </ul>	<p>Case Study Application (CSA)</p> <p>Interactive presentation, slides, internet, data bases, multimedia.</p> <p>Bibliography presented in advance. Case studies, reference books, articles, internet links, data.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
4	<p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>- strategies for the effective recruitment, engagement, and integration of effective governing boards and executives, team leaders</li> <li>- Scientific Management. Performance Improvement. Operational Efficiency</li> <li>- Team performance and effectiveness (compelling direction, enabling structure, supportive context and logistics)</li> </ul>	<p>Case Study Application (CSA)</p> <p>Interactive presentation, slides, internet, data bases, multimedia.</p> <p>Bibliography presented in advance. Case studies, reference books, articles, internet links, data.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
5	<p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>- Managers and leaders can design and facilitate high performing teams</li> <li>- Enabling conditions for effective teams, including real team, compelling direction, enabling structure, providing supportive context, expert coaching and director of people, teamwork</li> <li>- Motivation and Financial Incentive</li> <li>- Identify critical sources of political conflict, and how to use tools to assuage conflict or harness it to produce constructive outcomes</li> <li>- Practice diagnostic skills that will enable you to map out the political landscape, understand others' perspectives and power bases, and learn to predict and influence their actions</li> </ul>	<p>Case Study Application (CSA)</p> <p>Interactive presentation, slides, internet, data bases, multimedia.</p> <p>Bibliography presented in advance. Case studies, reference books, articles, internet links, data.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
6	<p>Learning Objectives:</p> <ul style="list-style-type: none"> <li>- strategies for the effective recruitment, engagement, and integration of effective governing boards and executives, team leaders</li> <li>- Scientific Management. Performance Improvement. Operational Efficiency</li> <li>- Team performance and effectiveness (compelling direction, enabling structure, supportive context and logistics)</li> <li>- Organizational learning, including psychological and emotional safety, openness to new ideas, and experimentation</li> </ul>	<p>Case Study Application (CSA)</p> <p>Interactive presentation, slides, internet, data bases, multimedia.</p> <p>Bibliography presented in advance. Case studies, reference books, articles, internet links, data.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
7	<p>Utilize organizational behavior theories, frameworks, principles and tactics to prevent OB problems and, when problems are identified, create alternatives by applying critical thinking skills</p> <ul style="list-style-type: none"> <li>- How managers and leaders can effectively address human resource management issues (team building, negotiation, and conflict management skills)</li> </ul>	<p>Case Study Application (CSA)</p> <p>Interactive presentation, slides, internet, data bases, multimedia.</p> <p>Bibliography presented in advance. Case studies, reference books, articles, internet links, data.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>
8	<p>Combine theory and practice of psychology and sociology, business administration, organizational comportment, from a micro - perspective: (psychological, interpersonal), to mezzo (boards) and macro: (sociological, organizational) level</p>	<p>Case Study Application (CSA)</p> <p>Interactive presentation, slides, internet, data bases, multimedia.</p> <p>Bibliography presented in advance. Case studies, reference books, articles, internet links, data.</p>	<p>Advanced reading through the course/books/articles/readings beforehand to interact in class.</p>

9	Organizational Behavior and Corporate Performance. Board of Directors Management	Case Study Application (CSA) Interactive presentation, slides, internet, data bases, multimedia. Bibliography presented in advance. Case studies, reference books, articles, internet links, data.	Advanced reading through the course/books/articles/readings beforehand to interact in class.
10	This part of the course assembles practical subjects on how managers are understanding power and influence but are required to behave ethically and fairly to the benefit of the organization, - how are getting things done in the real world, how they behave when and where politics and personalities often seem to hinder rather than help with a major conflict of an ethical nature, who's first, customer, client, shareholder or manager? Ethical and Professional Standards. Evaluate ethical issues as related to individual and organizational behavior. - How often do managers make decisions that are perceived as questionable? Ethical issues in decision making from an individual and organization perspective. Efficient strategies for acquiring organizational power over time in an effective and ethical manner - Ethics in Investment Management. Code of Practice in Financial Industry. CFA Code of Ethics and professional conduct.	Case Study Application (CSA) Acquiring technical competence in applied organizational psychology and fostering a clear understanding of how OBG principles operates in a real world context of highly competitive forces. Corporate Governance with a risk mind set and strict application of best practices, ethical and professional standards as a key policy of a high performing corporation and leadership team.	Advanced reading through the course/books/articles/readings beforehand to interact in class.
11	Student will be able to define constitutes the ethical exercise of power and influence in their professional life. The result of the practical exercise; ability to develop clear strategy for building and exercising power and influence ethically and responsibly. - Pension plans that voluntarily adopt Code of Conduct for Members of a Pension Scheme Governing Body. are establishing an ethical framework for governing board members and showing commitment to the best interests of pension participants and beneficiaries.	Acquiring technical competence in applied organizational psychology and fostering a clear understanding of how OBG principles operates in a real world context of highly competitive forces. Corporate Governance with a risk mind set and strict application of best practices, ethical and professional standards as a key policy of a high performing corporation and leadership team.	Advanced reading through the course/books/articles/readings beforehand to interact in class.
12	OB & G in a digital, technological, social media In the new format of Digital Economy and Hyper-competition, diffusion of innovation, automation and data management are a key competitive advantage. Student should develop skills by analyzing and interpreting data in ways that complement the frameworks and intuitions that normally guide managerial actions, analytic approach to diagnosing the varied forces that influence individual, team, and organizational performance, leading to more effective interventions and actions and finally to continue professional advancement.	Case Study Application (CSA) Acquiring technical competence in applied organizational psychology and fostering a clear understanding of how OBG principles operates in a real world context of highly competitive forces. Corporate Governance with a risk mind set and strict application of best practices, ethical and professional standards as a key policy of a high performing corporation and leadership team.	Advanced reading through the course/books/articles/readings beforehand to interact in class.

13	Recapitulation. Exam and Research Seminar preparation. CSA presentation Personal development session. Academic, professional The Course is and Integrated management practice course, building on concepts from organizational behavior, strategy, marketing, finance, and general management with case discussions and exercises that focus on the personal decisions general managers face in high-performance, high-stakes, and career-defining situations, building credibility quickly, cultivating mentors and networks, and managing ethical dilemmas	Interactive presentation, slides, internet, data bases, multimedia. Acquiring technical competence in applied organizational psychology and fostering a clear understanding of how OBG principles operates in a real world.	Advanced reading through the course/books/articles/readings beforehand to interact in class.
14	Recapitulation. Exam and Research Seminar preparation. CSA presentation Personal development session. Academic, professional The Course is and Integrated management practice course, building on concepts from organizational behavior, strategy, marketing, finance, and general management with case discussions and exercises that focus on the personal decisions general managers face in high-performance, high-stakes, and career-defining situations, building credibility quickly, cultivating mentors and networks, and managing ethical dilemmas	Interactive presentation of Case Studies Solutions	Advanced reading through the course/books/articles/readings beforehand to interact in class.

***Bibliography***

- Robbins Judge, Organizational Behavior, Student Value Edition (17th Edition) 17th Edition Solutions Manual
- Dan Ariely, Predictably Irrational: The Hidden Forces That Shape Our Decisions Paperback
- Adrian T. Mitroi, CFA., Management of Individual Investor Portfolio and Wealth Planning
- Adrian T. Mitroi, CFA., Chapter Behavior “Capital Markets Manual”,
- Hersh Shefrin and Meir Statman,, Ethics, Fairness and Efficiency in Financial Markets, Financial Analysts Journal, 49 (1993): 21-29, 1993

**9. Corroboration of the contents of the discipline with the expectations of the representatives of the epistemic community, of the professional associations and representative employers in the field associated with the programme**

CFA Program curriculum. LOS’s. CFP, Risk Management, Valuation, Audit, CPA

**10. Assessment**

Type of activity	Assessment criteria	Assessment methods	Percentage in the final grade
10.1. S(S)	Case Studies presentations. Presence and Interactivity, case studies, projects	Oral presentations, on campus	50.00
10.2. Final assessment	Case Study Solution Presentations, correct resolution of topics, presentations of solutions	Oral exam, campus	50.00
10.3. Modality of grading	Whole notes 1-10		
10.4. Minimum standard of performance	<p>During the seminar the students will individually elaborate a project (for a total of 4) whose structure follows the application of the theoretical knowledge acquired at the course and seminars in a specific case study. Case studies:</p> <ol style="list-style-type: none"> <li>1. An individual study, with a common theme, indicated in the classroom:</li> <li>2. An individual study with a topic chosen individually, debated in class</li> <li>3. A case study - review of the individual study prepared by a colleague</li> <li>4. A team study, in which there is a debate, two different opinions about the same subject.</li> </ol> <p>Presentation, public debate</p>		

Date of listing,  
10/30/2024

Signature of the discipline leaders,

Date of approval in the  
department

Signature of the Department Director,