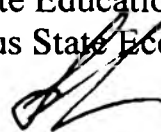


**State Educational Establishment
Belarus State Economic University**

APPROVED

Rector of State Educational Establishment
Belarus State Economic University



V.Y. Shutsilin

« 22 of 11 2019 г.

Registration № 400 4188-19/17.

Leadership and Organizational Behavior

**Course Syllabus of State Educational Establishment
for master students**

for specialty: 1-26 80 03 «Business administration»

DESIGNED BY:

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REVIEWS:

Belyatsky N.P. Doctor of Economic Sciences, Professor for the Department of Organization and Management at the Educational Establishment «Belarus State Economic University»

Pyko A.V. Candidate of Art Criticism, Associate Professor for the Department of International Business at the School of Business of the Educational Establishment «Belarus State University»

RECOMMENDED TO APPROVAL:

Department of Economics and Management of the Educational Establishment "Belarus State Economic University"
(Protocol No. 5 from "14" of November 2019).

The Scientific and Methodological Council of the Educational Establishment "Belarus State Economic University"
(Protocol No. 2 from 20.11.2019).

EXPLANATORY NOTE

The following syllabus supplying the academic discipline “*Leadership and Organizational Behavior*” is a set of structured teaching, learning and instructional resources, as well as didactic training materials, intended for use in a course of a full-time educational Master program for the specialty 1-26 80 03 “Business administration”. This syllabus has been developed according to educational standards and the requirements applicable to higher education institution study programs, approved by the First Deputy Minister of Education, Republic of Belarus.

This course is an introduction to the basic concepts of organizational behavior (OB) and leadership. The course investigates OB at three levels: individual, group, and organizational. It also examines the interrelationship of behavioral phenomena among these levels. The course takes off at the individual level, covering personality, perceptions, attitudes, decision-making, and motivation. It is being followed by the group level, covering stages of group development, types of work teams, and organizational communication. It then continues with understanding of organization design, and culture. It then proceeds into the research of leadership, power, influence, conflicts and negotiations, with inclusion of the role of ethics and the management of organizational change. Course content is derived mostly from contemporary theory, research, and practice in the organizational behavior and management disciplines.

After successfully completing this course, students should be able to:

- Identify principles and challenges related to organizational behavior at the levels of individual, group and organization.
- Apply organizational behavior theories, frameworks, principles and tactics to prevent organizational behavior problems and, when problems are identified, create alternatives to address them by applying critical thinking skills.
- Evaluate the benefits and challenges of alternatives to achieve high performance at the individual, team and organizational levels.
- Make recommendations to improve individual, team, or organization performance.
- Develop their leadership and management potential to diagnose organizational problems and make effective decisions.
- Communicate organizational goals clearly, motivate and influence others.
- Manage diversity, and drive organizational change.

The study program for the discipline “*Leadership and Organizational Behavior*” consists of 200 hours: 72 hours of class work, including 36 hours of lectures and 36 hours of seminars, and 128 hours of Master students’ self study. The final assessment method is examination.

CONTENT OF EDUCATIONAL MATERIAL

Topic 1. Understanding Organizational behavior

The importance of interpersonal skills in the workplace. Organizational behavior model. The three levels of analysis in OB. The value of systematic study. The major behavioral science disciplines that contribute to OB. Managers' challenges and opportunities in applying OB concepts.

Topic 2. Individual level: understanding the employees

Personality, the way it is measured, and the factors that shape it. Myers-Briggs Type Indicator (MBTI) personality framework. The Big Five model. Core self-evaluation (CSE), self-monitoring, and proactive personality. Terminal and instrumental values. Person–job fit and person–organization fit. Differences between emotions and moods. Sources of emotions and moods. Emotional labor. Affective events theory. Emotional intelligence. Strategies for emotion regulation. Factors that influence perception. Attribution theory. The eight steps of decision-making process. Rational model of decision making. Bounded rationality and intuition. The three components of an attitude. Relationship between attitude and behavior. Job involvement. Employee engagement. Organizational commitment. Perceived organizational support. Job satisfaction. Four employee responses to job dissatisfaction. Two forms of workplace diversity. Discrimination. Managing diversity effectively. The three key elements of motivation. Early theories of motivation. Self-determination theory. Goal-setting theory. Self-efficacy theory. Reinforcement theory. Equity theory. Expectancy theory.

Topic 3. Group level: working with and within the teams

The punctuated-equilibrium model of group development. Role requirements, norms, status, group size difference. Social loafing. Cohesiveness and diversity in groups. Group decision-making. Difference between work groups and work teams. The five types of team arrangements. The characteristics of effective teams. The functions and process of communication. Downward, upward, and lateral communication. Oral, written, and nonverbal communication. Channel richness. Automatic and controlled processing of persuasive messages. Common barriers to effective communication. Cross-cultural communication.

Topic 4. Organization level: structure and culture

Seven elements of an organizational design. Mechanistic structural design. Organic structural design. Functional structure. Divisional structure. Matrix structure. Team-based structure. Project structure. Circular structure. Boundaryless organizations. Virtual structure. Learning organization. Network. External collaborations. The common characteristics of organizational culture. Ethical culture. Positive culture. Spiritual culture. Effect of national culture on organizational culture. Hofstede's cultural dimensions.

Topic 5. Leadership: power and influence in managing ethics, diversity and change

Trait theories of leadership. Behavioral theories of leadership. Contingency theories of leadership. Contemporary theories of leadership. Leadership and power. The three bases of formal power. The two bases of personal power. Dependence in power relationships. Influence tactics. The causes, consequences, and ethics of political behavior. The three types of conflict in organization. The conflict process. Distributive bargaining. Integrative bargaining. The five steps of the negotiation process. Third-party negotiations. Forces for change. Planned change. Overcoming resistance to change. The ways of creating a culture for change.

COURSE MAP

Number of section, topic	Section, topic, lecture/practical/seminar; subjects under consideration	In-class hours						Other	Form of control
		Lectures	Practicals	Seminars	Lab classes	Controlled independent work			
						Lectures	Seminars		
1	2	3	4	5	6	7	8	9	10
1.	Topic 1. Understanding Organizational behavior	4						[1,2,3]	
2.	Topic 2. Individual level: understanding the employees	8		4		4	8	[1,2,3,11,12]	Quiz
3.	Topic 3. Group level: working with and within the teams	4					6	[1,2,3,8]	Quiz
4.	Topic 4. Organization level: structure and culture	4		4			4	[1,2,3,8]	Quiz
5.	Topic 5. Leadership: power and influence in managing ethics, diversity and change	8		4		4	6	[1,2,3,4,5,6,7,9,10]	Quiz
	All	28		12		8	24		Exam

CONTROLLED INDEPENDENT WORK

Topics

1. Personality and values essay
2. Emotions and moods essay
3. Case analysis on cognitive dissonance
4. Application of attribution theory in organizational setting
5. Job satisfaction research study
6. Application of motivation theories
7. Reflective essay on stages of group development
8. Reflective essay on organizational communication process
9. Case analysis on choosing the right communication channel
10. Case analysis on reading an organizational chart
11. Case analysis on assessing organizational culture
12. Case analysis Hofstede's cultural dimensions
13. Comparative essay on preferred leadership style
14. Case analysis on conflict resolution
15. Case analysis on negotiations process
16. Power and politics essay
17. Managing workforce diversity essay
18. Case analysis on change management

COURSE RESOURCES

Course Books

Main literature:

1. Stephen P. Robbins & Timothy A. Judge, *Organizational Behavior*, 17th Edition, Pearson, 2017.
2. Stephen P. Robbins & Mary Coulter, *Management*, 14th Edition, Pearson Global Edition, 2018.
3. Colquitt, Lepine, & Wesson. *Organizational Behavior: Improving Performance and Commitment in the Workplace* (5th Edition). New York, NY: McGraw-Hill, 2016.
4. Carter L., Ulrich D., Goldsmith M. (eds.) *Best practices in leadership development and organizational change*. John Wiley & Sons, Inc., Pheiffer, 2005.
5. Bolden R., Hawkins B., Gosling J., Taylor S. *Exploring Leadership: Individual, Organizational, and Societal Perspectives*. Oxford University Press, 2011.

Additional literature:

6. Renz D.O. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. Wiley, 2016.
7. Gutmann Martin (ed.) *Historians on Leadership and Strategy: Case Studies From Antiquity to Modernity*. Springer, 2019.
8. Burton R.M., Obel B., DeSanctis G. *Organizational Design: A Step-by-Step Approach*. Cambridge University Press, 2011.
9. Storey J., Salaman G. *Managerial Dilemmas: Exploiting paradox for strategic leadership*. Wiley, 2009.
10. Messick David M., Kramer Roderick M. (eds.) *The Psychology of Leadership: New Perspectives and Research*. New Jersey, London: Psychology Press, 2005.
11. Cialdini Robert B. *Harnessing the Science of Persuasion*. Harvard Business Review, 2011.
12. Grant Adam M. *How Customers Can Rally Your Troops: End Users Can Energize Your Workforce Far Better Than Your Managers Can*. Harvard Business Review, 2011.

Протокол согласования учебной программы по изучаемой учебной дисциплине с другими дисциплинами специальности

Название дисциплины, с которой требуется согласование	Название кафедры	Предложения об изменениях в содержании учебной программы учреждения высшего образования по учебной дисциплине	Решение, принятое кафедрой, разработавшей учебную программу (с указанием даты и номера протокола)

**Дополнения и изменения к учебной программе
на _____ 2019/2020 _____ учебный год**

№ п/п	Дополнения и изменения	Основание
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